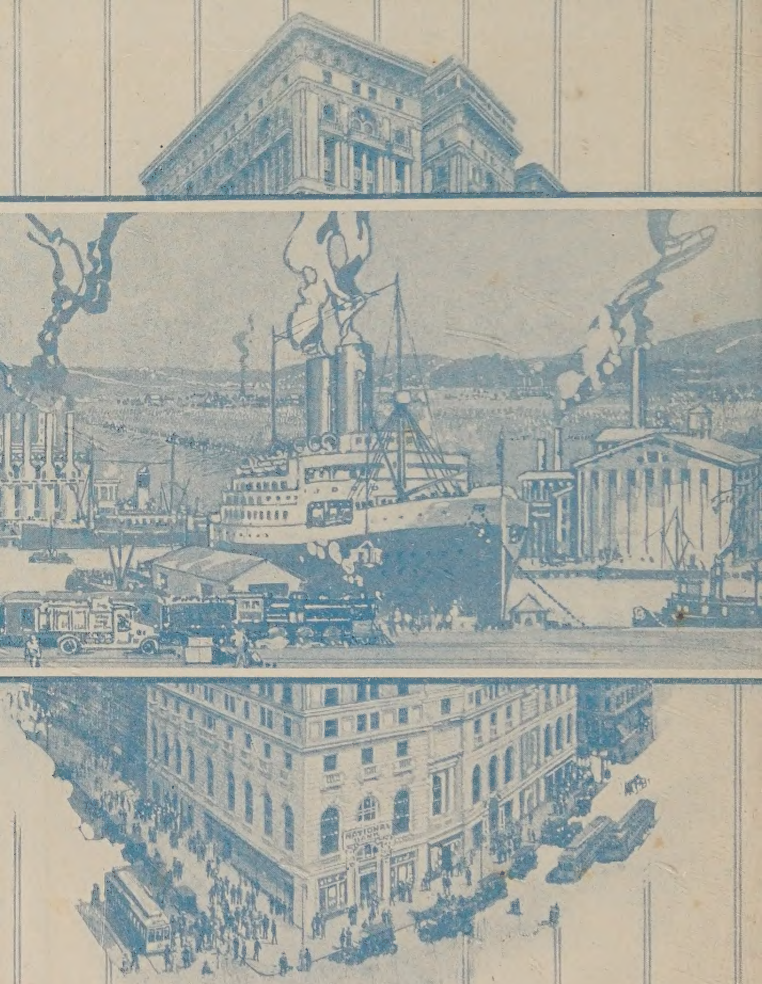
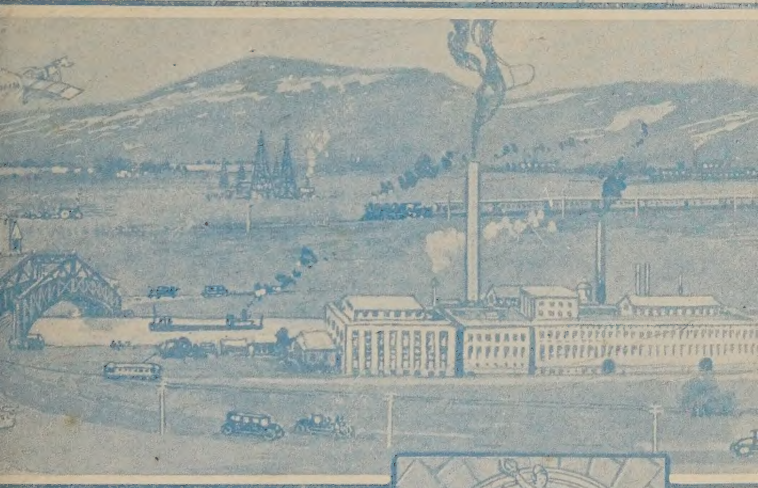
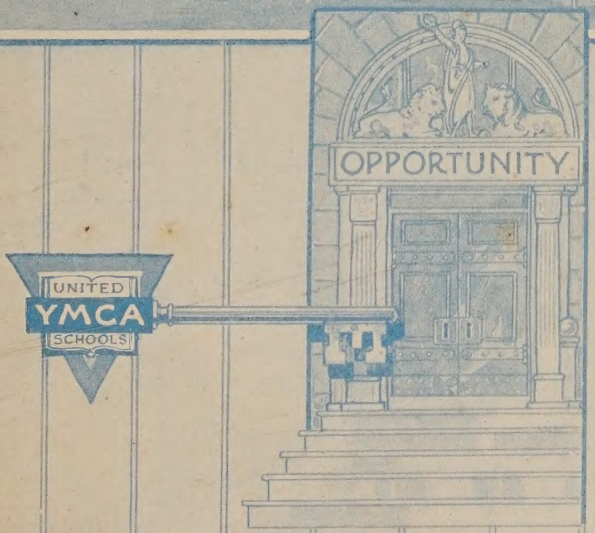






UNITED
YMCA
SCHOOLS

Digitized by the Internet Archive
in 2026

https://archive.org/details/salesmanhiscusto0000vari

Salesmanship

THE STANDARD COURSE

OF THE

UNITED Y.M.C.A. SCHOOLS

BOOK I

THE SALESMAN AND HIS JOB

BOOK II

THE SALESMAN AND HIS GOODS

BOOK III

THE SALESMAN AND HIS CUSTOMER

BOOK IV

THE SALESMAN AND HIS SALE

Salesmanship

Editor-in-Chief

WILLIAM JESSUP SHOLAR

Authors of Lectures

THE KEYSTONE OF BUSINESS.....*Arthur H. Myer*

KEEPING MENTALLY ALIVE,
Joseph French Johnson

KNOW YOUR GOODS.....*Edwin J. Gantz*

THE ONE THOUSAND MOST USED WORDS,
Leonard P. Ayres

THE SCIENCE OF APPROACH....*Wilson M. Taylor*

THE SEVEN BUYERS I HAVE MET,
Ralph Barstow

FIELDS OF OPPORTUNITY.....*Harvey S. Haney*

THE MAN AND THE JOB....*William Jessup Sholar*

The Salesman And His Customer

Pointing the Way to Right Relations with the Customer and to the Establishment of Confidence and Interest

BOOK III

ASSOCIATION PRESS
NEW YORK: 347 MADISON AVENUE
1924

COPYRIGHT, 1920, BY
THE INTERNATIONAL COMMITTEE OF
YOUNG MEN'S CHRISTIAN ASSOCIATIONS
(Printed in the United States of America)
All Rights Reserved

CONTENTS

LESSON 9

PART I: THE SALES-PROCESS

Judging the Customer's Nature

CHAPTER		PAGE
I.	Intuitive vs. Objective Judgment of Character....	3
II.	The Three Temperaments and Six Dispositions of Character	9
III.	Environment, Attitude, and Speech as Clues to Character	21
IV.	Determining the Motives Which Make Men Buy..	25

PART II: THE SALESMAN

Through the Customer's Eyes

I.	The Salesman as the Customer Sees Him.....	31
II.	Yourself in the Other Man's Shoes	36
III.	Traits of Character Which Breed Good Will.....	41
IV.	The Art of Managing Human Nature	48
	Questions for You to Answer	52

LESSON 10

PART I: THE SALES-PROCESS

Winning the Customer's Confidence

I.	Confidence Is the Foundation of Business	55
II.	The Salesman as Confidence Maker	60
III.	The Goods Should Inspire Confidence	68
IV.	The Reputation of the House Should Evoke Confidence	71
V.	The Customer's Nature Turns the Scales of Confidence	76

PART II: THE SALESMAN

Success for Him Who Thinks It

I.	Self-Confidence Is Deaf to Discouragement	81
II.	The Sinews of Self-Confidence	87
III.	Traits Which Make Reliability	93
IV.	The Man Who Thinks He Can Is the Man Who Does	97
	Questions for You to Answer	102

LESSON 11

PART I: THE SALES-PROCESS

Obtaining an Audience

CHAPTER		PAGE
I.	The Tactics of Selling	105
II.	Getting Through to the Customer	112
III.	Anchoring the Prospect for an Interview	120
IV.	Ways and Means of Compelling Attention	126

PART II: THE SALESMAN

Deserving a Welcome

I.	It's Your Fault If You Don't Get Attention	137
II.	Manner and Manners in the Approach	141
III.	Keys That Open Doors to an Interview	146
IV.	You Are Beaten Only When You Quit	150
	Questions for You to Answer	155

LESSON 12

PART I: THE SALES-PROCESS

Arousing the Customer's Interest

I.	Stepping Up from Attention to Interest	159
II.	Motives Which Urge Interest	164
III.	Fitting the Talk to the Character Type	173
IV.	If Interest Wanes, Retire	178

PART II: THE SALESMAN

An Interesting Individuality

I.	When You Can Eat Soap, You Will Sell It	181
II.	Refusing to Be Sidetracked	185
III.	Familiarities That Incite Antipathy	188
IV.	Arousing Interest vs. Furnishing Entertainment	193
V.	The Thermal Values of Zeal	197
	Questions for You to Answer	201
	Good Books Suggested for Further Reading	202

Lesson 9

Part I
JUDGING THE CUSTOMER'S NATURE

Part II
THROUGH THE CUSTOMER'S EYES

USE THE RIGHT KEY

WHEN I'm getting ready for an argument with a man I spend one-third of my time thinking about myself and what I am going to say, and two-thirds thinking about him and what he is going to say.

ABRAHAM LINCOLN.

Remember that when you are talking to a prospect, you are like a man walking around in a dynamite factory—the slightest misstep is likely to blow you out through the roof, so far as any chance of landing a sale is concerned.

Your customer isn't a bag of sand or a load of rock. He is a man, made up of combustibles — pride, prejudice, vanity, conceit, sensitiveness, egotism and others. Be careful not to touch a match to any of these. Avoid friction; it throws out sparks. Walk gently; make your advances with caution, as a man feels his way in the dark.

The art of making sales is based primarily on knowledge of human nature. Study your prospect; learn to read the book of human nature; knowledge here is the key that opens all doors to the salesman.

W. C. HOLMAN, formerly Sales Manager
National Cash Register Company.

Part I: The Sales-Process

JUDGING THE CUSTOMER'S NATURE

Chapter I

Intuitive vs. Objective Judgment of Character

223. *The Third Factor in Salesmanship.*—We have now completed half of this course and have studied two of the four factors in salesmanship, namely: the *salesman,* and the *goods.* You have been shown the vitally important place which the salesman holds in a transaction and there has been outlined methods of equipping yourself adequately for your job. You have also been shown how necessary it is for you to master the goods and demonstrate them convincingly. The best way to do both has been outlined.

We have presented fundamentals so far—the materials, raw and finished, which are to be worked into the demonstration when you get the interview with your prospect.

Now we turn to the prospect—the third factor in salesmanship—and study him. We shall, in this book, point out ways of determining what sort of a man the prospect is; what kind of signs he hangs out to indicate his mental, emotional, and will powers. We shall also indicate how you may establish a feeling of confidence in the goods, in your house and in yourself, on the part of the prospect. This, you will agree, is vital to favor-

able action on his part, for he surely will not buy your goods unless he has confidence—a triune confidence. You will not, however, be able to establish that ground of mutually profitable confidence unless you *get at* the prospect, so we shall consider the ways and means most likely to obtain an audience with him. Not only an audience shall we get, but we shall work out plans for centering his attention on our goods while the initial demonstration is on; and further plans for lifting that attention up to the warm glow of genuine interest.

This is a very large program to be carried out within the compass of 200 pages. The most that can be done is to give fundamentals without elaboration. We bring you foundation material; upon it you are to build *your own* sales-process. You are to develop your own ability, your own efficiency.

224. *Can We Analyze the Prospect?*—Yes! Why not? You can analyze goods, and you can analyze an abstract proposition. You can get at the constituents of each. Give an analytical chemist anything you please and he will tell you all of its elements down to the last gram of weight, or measure of gas into which it may have been resolved.

Have you ever attended a horse show, or a dog show, or perhaps a county or state fair? Then you have seen the judges pick out the prize winners among cattle. There were established standards of perfection by which they judged. There

were standard measurements for height, length, and weight; for shape of head and body; for color, form, and appearance; there were standards also for the intelligence and actions of some animals. That is especially true of horses. The blue ribbon goes to the one that is most perfect not only in shape and size but also in intelligent behavior.

Do you know the difference between a race horse and a draft horse? Suppose there were twenty-five horses in a small pasture—heavy draft horses, lighter weight wagon horses, saddle horses, and western bronchos. Among them is the fleetest race horse in the world. Suppose you were asked to pick him out from the others. Could you do it? Yes, most likely a twelve year old boy could. And the difference between that racer and the other horses would be more than physical. There would be a striking difference in attitude, in bearing, in delicacy of nostrils and features, in texture of hide and hair Even if the horses were placed behind a curtain, with only their heads sticking through, you would with little hesitation pick out the racer. And you could do that without the knowledge sufficient to make you a professional judge of horses.

It may be contended, however, that horses and men are different. We don't sell goods to horses; they do not reason and imagine and have feelings; they do not consciously *will;* they do not *think.* We can pick out fat men from lean ones; strong men from weak ones; dark men from light ones,

but can we tell how they will act—how they think and feel?

That is not so difficult as it may seem to be, for Nature has been wonderfully kind in hanging out signs on every man—signs which indicate character.

225. *Intuitive Judgment of Character.*—Every salesman learns to form an estimate of his prospect. As a rule, the untrained salesman will tell you that he judges people *intuitively*. He cannot tell you *why* nor *how* he forms his judgment, any more than a woman can explain *why* she reaches certain conclusions. She says that a thing is so, *because* it is so. We pay her the doubtful compliment of saying that she gets her conclusions *intuitively*. That is true in a great many cases, but in many other instances she is simply guessing. And that is what many salesmen do when they judge human nature by intuition—they guess. Like all guessing, it's fine when the guess is right; but it is disastrous when the guess is wrong.

Now, intuition is a most valuable faculty when it is reliable; and some men have highly developed intuition. They seem never to go wrong in sizing up people. Every great manager has that faculty well developed. He is able to select the right man for the right job. Every really great salesman, too, owes his greatness largely to his ability to judge human nature and to adapt himself to its varying moods and tempers. If you are "gifted" with reliable intuition for judging men,

cultivate it and trust it. The more you trust it, the better it will serve you.

What we call intuition, however, in judging men and women, is usually the unconscious accumulation of sensations and images about those whom we have met. When you meet a new prospect, memory at once hands up, at the bidding of your subconscious self, features of other men similar to those of the prospect and you immediately classify him. You do it without conscious effort, so you say it is intuitive. In the same way you read this book intuitively, let us say. You do not have to spell the words; you did that long ago in the first grade in school. Now, you merely glance at this word—*American*—and you take in all of the letters at one glance. You not only are able to pronounce the word instantly, if you are reading out loud, but you know its meaning. Here is another word—*Batrachomyomachia*—but you can't pronounce it without stopping to separate it into its syllables; and the chances are that you will not get the syllables right nor your pronunciation correct. Moreover, it's doubtful if you know what it means. Intuition does not help you, there.

Intuition is knowing a thing without having to analyze it or without being able to give a reason why you know.

In many cases, intuition is just habit. Add exact knowledge, gained by getting facts, to your intuition and you will be invincible.

226. *Objective Judgment of Character.*—No one will question the inestimable advantage which

the salesman has who is able to "size up" his prospect correctly. He is master of each situation in much the same way that an expert cowboy is master of a bucking broncho. The cowboy knows how horses behave; he knows what to expect, and is ready for any show of temperament. He rides *with* the horse until the horse is ready to submit.

Does a man's physique furnish any signs of the kind of mind within that physique? Is it possible for you to discover by a glance at a prospect what sort of a selling-talk you will need to use in order to win him? Is there anything about his face and form which will tell you whether or not he will make up his mind in ten minutes or in thirty minutes; whether he wants the essential facts in a nutshell or full details elaborated; whether he will stand pressure for an order at once or whether it will be wise to let him "think it over" for a day or two? These are vital questions to every salesman. If you can find the answers with a reasonable degree of certainty in the face of your prospect, your path will be much smoother and orders will be multiplied.

Yes, every man reveals his character in a hundred signs and ways. Nature has been prodigal in fashioning the physical body of her product so as to reveal the characteristics of the thing itself. We utilize that fact with everything but man himself. Now, however, the business world—especially salesmen, sales managers, and employment managers—is utilizing the facts of character analysis in dealing with men and women. Greater profit and pleasure to all concerned is the result.

So, when a man says, "There's nothing to it. You can't judge man's nature by any signs on his body. It's all 'tommy rot.' I judge a man by intuition," put it down that he is either stupid or ignorant, for the man who knows *nothing* about a subject is, as a rule, down on it. He tries to make his ignorance a virtue by condemning the thing concerning which he knows nothing.

There are 26 letters in our English alphabet. By combining those 26 letters in various ways we have made more than 450,000 words, which are defined in your big dictionary. When you know those 26 letters, you at least know the component parts of the 450,000 words; but you do not know the meaning of all of them. Similarly, there is an alphabet of man's character. If you know the alphabet and can put the letters of it together as you see them in a prospect's face and body, you may read his character. Isn't that reasonable?

It is not necessary for you to go deeply into this subject in order to be able to judge your prospect with fair accuracy. There are a few signs which the prospect hangs out like red or green flags. These you may learn easily.

Chapter II

The Three Temperaments and Six Dispositions of Character

227. *Primary Character Signs.*—If you will turn back and read again the second paragraph of section 226, you will have clearly in mind the main

questions which you want answered in this lesson. Dismiss from your mind any thought, if you have it, that there is anything mysterious, uncanny, psychic, or even difficult about judging people's characters. There are a few simple clues to the inner man which will lead you to his real nature. These clues are used every day by thousands of hard-headed business men who are neither psychologists nor phrenologists. The clues are to be interpreted from six points of observation, namely:

1. Physical Color,
2. Facial Profile,
3. Physiognomy,
4. Cranial Formation,
5. Individual Attitudes,
6. Immediate Environment.

From these primary character signs we determine the states of mind and emotions as

1. Positive or negative in mental reactions,
2. Hasty or deliberate in reaching conclusions,
3. Quick or slow in action,
4. Aggressive or yielding in purpose,
5. Pleasant or disagreeable in disposition,
6. Far-sighted or short-visioned,
7. Practical or visionary in imagination.

These seven states of mind and emotions chiefly concern the salesman, and all of them may be determined from a right combination of the six groups of signs given as "points of observation."

Let it be emphasized here that *no one sign alone* is an index of character; it must be taken in combination with other signs. We do not make a word out of one letter, but of several letters *in right combination.* You must be careful, therefore, not to make hasty judgments. Be accurate in your observations and get the signs right and in right combinations.

There is no room here, nor disposition either, to give more than the few primary means of judging men. These means are easily observed and are reliable. You can test them for yourself and build your own method of judging men.

228. *The Signification of Physical Color and Facial Profile.*—These two signs of character are discussed in Lecture No. 5, which accompanies this book. Master the facts given there. They are very simple and easy of application. Your observation of men will soon convince you that blonds are more optimistic, less patient, more susceptible to praise, quicker in movement and mental reaction than brunets. Blonds, too, are more emotional and imaginative than brunets. On the other hand, brunets are serious minded, enduring, patient, practical, industrious, persistent. The blond wants *quick* results, ease from hard work, freedom of action, few details to bother with. The brunet wants *all* the facts with time to let them sink in. He is slower in action, but surer than the blond.

Facial profile, as Mr. Taylor points out, is also strikingly indicative of mental activity. The

strictly convex profile carries somewhat the same significance as blond color does; while the concave profile indicates qualities of mind and emotion similar to those of the brunet. Combinations of convex and concave are to be interpreted according to the relative degree of each; and combinations of color with profile can easily be interpreted after a little observation and practice.

229. *Temperament and Physiognomy.*—The Standard Dictionary defines Physiognomy thus:

> *"The face or features as revealing character; the countenance, with respect to mental or moral nature."*

According to this definition the face of a man *does* reveal his character. If that is true, then we should be able to find out what the signs in the face are, as indicators of character.

Nature has formed man so that he may be measured in geometric lines. This was brought out in Lesson 4, with an illustration of a man measured by a circle, a square, and an equilateral triangle. Men's faces also correspond, in form, to a circle or a square or a triangle; and these forms are indicative of the general or usual way in which the man's mind works. These three physiognomical or facial forms denote peculiarities of *temperament;* and temperament is defined by the Century Dictionary as:

> *"That individual peculiarity of physical organization by which the manner of acting, feeling, and thinking of every person is permanently affected."*

Illustration No. 20

Illustration No. 21

Photos Copyright by Underwood and Underwood

Illustration No. 22

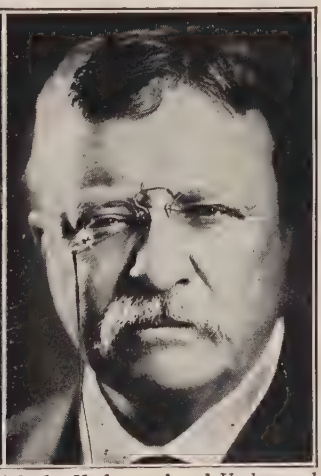


Illustration No. 23

Types of Temperaments

While it is most likely that, among the millions of men on the earth, no two faces are exactly alike, yet all contain the same number of features combined in different relations and proportions. All faces inevitably fall into the temperaments corresponding to triangular, square, and oval, or their combinations. These temperaments, then, are:

1. Mental—triangular in form,
2. Motive—square or rectangular,
3. Vital—round or oval.

230. *The Mental Temperament.*—Opposite page 12 are illustrations of the three types. The mental, or triangular type, represented by Woodrow Wilson, (Illustration 20), is slight though not necessarily small, delicate in outline, and of medium height. The neck is thin, perhaps long. The head is large in proportion to the body, the forehead high and broad, the face triangular. The features tend to be delicate, the complexion pale, the eyes dark gray or blue, the hair fine, soft, black or light brown. The whole figure gives the impression that the mind works at the expense of the body.

The mental type is intellectual or scholarly. He is refined and sensitive. His mental operations are quick and powerful, his imagination lively, his speech rapid. He is often irresolute, but is persistent after a decision has been reached. He will form his questions and answers readily. Permit him to express himself fully. Let him do most of the talking. Do not contradict. Appeal

to his *reason* and explain your proposition in as few words as possible. Being able to reason and argue, he appreciates these qualities in others.

231. *The Motive Temperament.*—The men of this type are the world's workers. Wm. G. McAdoo is an excellent example of the motive type. The face is built on square or rectangular lines (Illustration 21). They are usually large boned and broad shouldered, with a well-developed muscular system. Their hair is coarse and abundant, their eyes and complexion dark or medium light. The face is square or oblong, with high cheek bones and a prominent nose.

This type is usually ambitious, persevering, and self-reliant; loving power, leadership, and conquest. He is positive in manner, with language strong and emphatic. He has great working power and can adapt himself to business, mechanical, or professional lines; either to indoor or outdoor pursuits.

In dealing with an individual of this temperament be brief, serious, and consistent. Be careful not to contradict him, but explain the merits of your proposition and, above everything else, produce the goods—in other words, "show him." If you fail to interest him at the first interview, try again.

232. *The Vital Temperament.*—This type is built on curved lines (Illustration 22). Charles M. Schwab represents the vital type of business men. The face is round or oval. The body is thickset, with broad shoulders, tapering limbs, and

comparatively small hands and feet. He is full fleshed and tends to grow heavier and stouter. The neck is short and thick. The complexion is fair or pink, the hair light or reddish, the eyes blue, or light of any color. The whole figure gives an impression of good appetite, digestion, and circulation.

This man is less inclined to hard work than the one of motive temperament, but he is not necessarily lazy. He is ardent, impulsive, versatile; has a cheerful disposition and is noted more for brilliancy than for depth.

With this type you must move slowly and cautiously. Lay your proposition before him with clearness, precision, and deliberation. Quietly demonstrate how he may profit by it, and give him time to think it out. He is better seen after a good dinner as he will then be more easily pleased.

Let it be remembered that you will not see a man of *pure* type. He is always a combination of two of these temperaments. If the mental predominates, you will find that he may be classified as *mental-motive* or *mental-vital.* If the motive element dominates, he will be classified as *motive-mental* or *motive-vital.* And if the vital temperament is in excess, he will be placed as *vital-mental* or *vital-motive.* When the temperaments are fairly compounded we have the balanced type, of which Theodore Roosevelt was a fine example. (Illustration No. 23).

These classifications do not detract from the ability of anyone to think more surely and correctly than another. It merely means that each

type thinks in its own way, and that, therefore, you must deal with each type according to its nature. You cannot talk to all of them in the *same* way and get favorable consideration. You would not handle a high-strung race horse in exactly the same way that you would tackle a heavy set stolid draft horse. Use the same sort of common sense in dealing with men of different temperaments and your successes will be greater in number and more satisfactory to yourself and to the man himself.

Bear in mind that these temperaments may be, in color, blond or brunet, and the profile may be convex or concave. Take the entire combination into consideration in forming your judgment.

233. *Cranial Formations.*—One of the important things you will want to know about a man is what his outlook on life is apt to be. How does he look into the future? What are his ideals? His disposition in this respect will have a great deal to do with his buying motives. There are six distinct types of disposition or attitude of mind toward things as affecting the prospect's outlook on life and business. These six dispositions are indicated by the height, length, and breadth of the head measured from the ear.

234. *Interpreting the Six Dispositions.*—On pages 18, 19, and 20, you will find illustrations of the six kinds of head formations. At the moment when you are judging the prospect's *profile,* you will also judge the *length* of his head from the opening of the ear to the back; and the *height* from the opening of the ear to the top of the head.

When you are sizing up his physiognomy, or full face, you will, at the same time, estimate the *width* of his head from one side to the other at the *top of the ears*. After a little practice you will be able to take in all these points at a glance as easily as you take in all the letters of a word in reading.

If you will master the simple and very apparent signs of character indicated in color, facial profile, temperament, and cranial formation; and if you will combine them in right relations, you will be able to judge your prospect with a very fair degree of accuracy. Indeed you will be surprised at the ease of the judging and its accuracy also. Knowing these fundamental traits of the prospect's character as indicated in the signs mentioned, you will be able to talk to him with full assurance of a hearing. You will also have the ability to guide him to the point of decision and action with far greater ease than though you go blindly into the contest.

Exact knowledge, in this case as in all others, is a source of power. This warning, however, must be given. None of the signs of a man's character indicates the amount of *education* he has had. All signs indicate *capacity;* they do not always indicate how far the man has developed his capacity and how much *self-control* he has.

235. *High Head, High Ideals.* Aspiring, ambitious; prefers square dealings, honesty, and justice. Is moved by the character of your house and yourself. Likes to serve humanity. Not apt to be selfish and hard-hearted. Philanthropic and beneficent. Loyal to ideals and principles. Spiritual, not materialistic. Money, with him, is a means for good ends. Moved by emotions. Distance from A to B equals or is greater than from C to D.

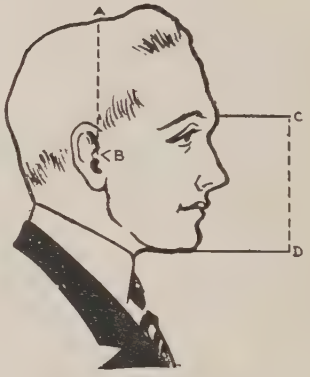


Illustration No. 24

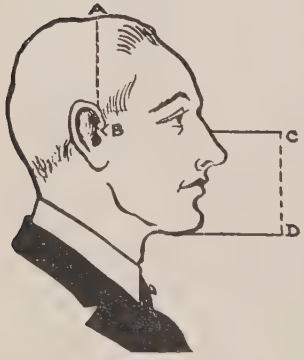


Illustration No. 25

236. *Low Head, Low Ideals.* Lives down on the earth. Thinks of material things more than service, except as the latter will bring profit. Looks out for self. Cares nothing about the character of your house so long as he can make a profit from your goods. Is apt to be scheming and with little conscience. Not interested in helping humanity. Little imagination. Distance from A to B equals or is less than from C to D.

237. *Long Head, Far-Seeing.* Looks well into the future. Plans far ahead. Interested in things that will give protection. Buys with a view to future profit as well as for today. Cautious and not inclined to take chances. Wants sure things. Content with less profit with security of income. Interested in saving money and time as well as making money. Distance from A to B is half or more than half of that from C to D.

Illustration No. 26

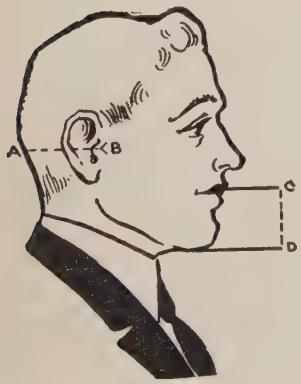


Illustration No. 27

238. *Short Head, Short-Sighted.*—Thinks of today. Lives in the present tense. Wants quick returns, quick turn over of goods. Prefers profit today of $1.00 rather than $2.00 next month. Lacks imagination. Not a good business builder. Stand-patter. Not progressive. A head may be both short and high. The man will then have also the qualities of latter with modifications. Distance from A to B equals or is less than from C to D.

239. *Narrow Head, Yielding.* Easy going, will agree with you. Not aggressive, nor a fighter. Cautious, sometimes tricky. Must pin him down to action. A follower not a leader. Influenced by what other men do. Not much initiative. If his head is also high, he may be an easy mark for tricky salesmen. Prefers the path of least resistance. Distance from A to B equals or is less than from C to D.

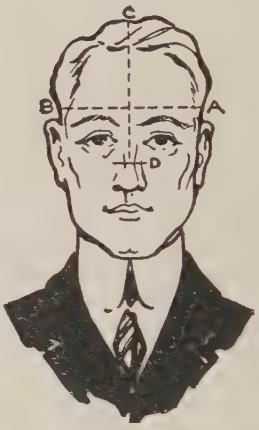


Illustration No. 28

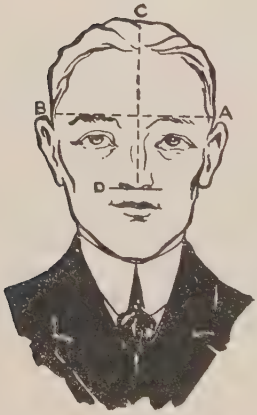


Illustration No. 29

240. *Wide Head, Fighter.*— All wide-headed animals are fighters. Likes to antagonize you. Raises all kinds of objections. Apt to be selfish and grasping. If head is also low, he will be cruel, unscrupulous, overbearing. Must *show* him. Practical and hard-headed. If head is also high, makes fine manager and executive. Don't antagonize him. Distance from A to B equals or is greater than from C to D.

Chapter III

Environment, Attitude, and Speech as Clues to Character

241. *Environment Is an Index of Character.* It has been very aptly said: "A business is but the lengthened shadow of a man." The meaning is that the man at the head of the business leaves his own imprint on it and in it. It becomes a clean-cut index of the man's character—mental and emotional.

When you approach a prospect, therefore, observe his *surroundings*—the building or buildings which he manages, the outer office, the office in which he works, the pictures on the wall, the kind of furniture and equipment and their condition, the appearance of his desk and other desks in the office, and his own personal appearance. His kind of mind is reflected in everything which has just been mentioned. You can easily size him up by what you observe and you will find *points of contact* in what you see. Is he progressive or behind the times, orderly or careless, miserly or open-handed, clear thinking or muddled, cold-blooded or warm-hearted? You will find instant answers to these and many more questions which will give you a line on the manner of getting at the man.

A man may be known not only by the company he keeps, but also by the way he keeps himself and the property over which he has control. The "language of clothes" is universal—at least, throughout the business world. Shabby or smart

furnishings, a littered or well-ordered desk, freshly painted or ramshackle buildings and implements, fields well cultivated or overrun by weeds—all these things and hundreds of others are clear and reliable intimations of character.

242. *Physical Attitude Reveals Character.*—By attitude is meant all the movements of a man's body and its parts—gestures, handshake, posture—together with movements of the eyes and lips. This is too large a subject to be handled in this chapter and it is not necessary, because we are fairly familiar with the most significant movements of a man's physique as indicating habitual or assumed states of mind. It is well, however, to remind ourselves of a few of them.

The Posture. The way a person carries himself is often a better indication of his character than any single feature. A man who carries himself strongly erect is thus recognized as being in good health, energetic, balanced, and self-respecting. A stooping body is the result of poor health or a weakened condition of mind or character. The lolling, drooping man with a "weak spine" is lazy and lacking in purpose.

The Walk. A man who sets his feet firmly and solidly on the ground may safely be taken as one with self-esteem and self-control. If he steps rapidly, as well, he has purpose and determination. The man who walks as if on springs is of a breezy nature, or at least in a happy mood. Slow, strolling steps are associated with leisure and lack of purpose, or, perhaps, with scholarly

thoughtfulness and meditation. The dapper man takes small, mincing steps, and the lazy man drags his feet.

The Handshake. A firm, strong grip of the hand belongs with a hearty, energetic, and forthright nature, and it expresses welcome and genuine good feeling. A languid grip expresses indifference or dislike. A cold and clammy hand may mean a state of ill health, or only temporary nervousness. It usually indicates an indifferent nature.

The Gestures. The clenched fist denotes emphasis or anger; the pointed finger, accusation or attention. The hand waved aside dismisses a subject with indifference. The shaking head denies and disapproves. There are hundreds of such gestures, familiar to us all. Their expressiveness is shown by the fact that we are able to read the thoughts and character of people acting in pantomime and motion pictures, even though we cannot hear a word they say.

The Mouth. Thick lips indicate a sensuous nature, and, perhaps, a measure of indolence. Thin lips signify a thin and pinched existence, a life of little pleasure and much self-denial. Lips firmly closed in a straight line mean decision; open lips, indecision, perhaps stupidity. Turned up corners speak of jollity or good nature; corners turned down speak of gloom.

The Laugh. The open, clear, free laugh, with head thrown back, can come only from a man of hearty, generous nature, or from one who, for the

moment, at least, has nothing to conceal. A harsh laugh reveals a brutal nature, or one for the time being extremely irritated or angry. A slow, deep chuckle is an expression of good nature and contentment. The loud laugh may mean boisterousness or derision, according to its tone.

The Smile. The genial smile and the smile of real amusement spread the lips and turn the mouth up at the corners. The forced smile tries to do this, but there is always an appearance of rigidity about the lips, which gives the deception away. The condescending and the contemptuous smile are apt to turn the corners down.

It will be a profitable as well as most interesting study for you to watch these attitudes of your friends, and interpret them from the character which you know those friends possess. Every man unconsciously reveals himself in all of his attitudes; he cannot assume other attitudes for very long. If he tries it, he will forget that he is acting a part and reveal his true nature unwittingly.

243. *Character Revealed in the Voice.*—The tones of the voice, both in pitch and quality, reveal the governing emotion of the prospect. An habitual loud, high-pitched voice comes from a cold, uncouth and rather coarse nature. Refined and controlled natures have low-pitched, sympathetic voices. The egotist and the overbearing man have loud-toned, high-pitched voices.

A strong, rolling voice announces a man in full health, and conscious of his power. A quiet, well-controlled, low voice, on the other hand, may go

also with health and power but indicates, in addition, composure and poise. A high-pitched breaking voice betrays illness, weakness, irritation, or perhaps deafness. A drawling voice is the token of a droll fellow, one pretty sure of himself, and superior to the circumstances of the world; or he may, perhaps, be lazy.

The expressions of the voice, indicative of present mood, need hardly be mentioned. Love, anger, mirth, gloom, nervousness, interest, desire, indifference, depression—every shade of thought and emotion has each its peculiar tone which we learn to recognize from earliest infancy.

You will learn to distinguish between a man's *natural* tones and those *put on* for the occasion. Some buyers make it a practice to speak gruffly to salesmen. They assume harsh tones and, sometimes, the loud tones of anger. You know that we naturally raise our voices when we are angry. Don't let these assumed voices frighten you. They are like the growl of dog when it is disturbed and doesn't want to move.

Chapter IV

Determining the Motives Which Make Men Buy

244. *The Fundamental Buying Motive.*—All that has been said hitherto in this lesson was for the purpose of helping you judge the character of the prospect so that you might serve him most satisfactorily by catering to his peculiar disposition. You are to get knowledge of the prospect,

not for the purpose of taking *advantage* of him through his weakness, but to make it easy for him to buy your goods because he needs them. But, does he *need* them? That, after all, is the main question, and you must find out whether he really does need your goods and, therefore, ought to buy them. If he needs them and can pay for them it is your duty to play on his mind and emotions, honestly and sincerely, until he recognizes his need and gives his order. You are unjust to him and to yourself if you do not sell him needed goods.

In judging your prospect's character, then, you must determine what motive he would have for buying your goods. You must then use your knowledge of his nature to bring that motive to the surface and intensify it. His motive for buying becomes the vital spot which you must quicken into action by playing all your powers upon it.

There is one basic motive which causes every man to buy anything, no matter what it is; and that motive is SELF-SATISFACTION. The initial, the basic, the primary motive spurring a man to buy is just that—*self-satisfaction.* If what you have to sell cannot be made to *satisfy* the prospect in some way, shape, or manner, then you cannot sell it or should not sell it to him. Understand, please, that if he *thinks* your goods will satisfy him the result will be a sale, no matter how he comes to think so.

The basic motive for buying is self-satisfaction; but self-satisfaction itself is a composite of several inciting motives which we shall call *cardinal* motives, because they direct you in the way you must

go to reach your destination in the prospect's thought and feeling, even as the cardinal points of the compass direct the mariner to his harbor.

If you attempt to sell a man goods without first determining what motive would make him buy, and then playing upon that motive, you will inevitably miss the goal.

In judging the character of the prospect, therefore, find the cardinal motive that will make him buy, and work that motive in harmony with his nature so as to induce the sale as quickly and easily as possible.

245. *The Five Cardinal Buying Motives.*—Every man and woman who buys is actuated by one or more of these five cardinal motives, which were merely named in lesson 7; namely,

1. The motive of Money
2. The motive of Utility
3. The motive of Caution
4. The motive of Pride
5. The motive of Pleasure

These motives form the psychological reasons why any and all sales are made. Let's examine them briefly.

246. *The Buying Motive of Money.*—The motive of money influences the buyer from one of two angles, viz: To *make* money or to *save* money. Every man—manufacturer, jobber, or retailer—who buys goods to resell at a profit is urged primarily by the money-making motive.

He is in business for the specific purpose of making a money profit. Men take long chances in the stock market in hopes of making money easily and quickly. Gambling in other ways, too, is but the effort of man to make money easily. The money-making motive is the basic or cardinal motive of the business man.

Akin to it is the motive to save money. Anything that will help a merchant or manufacturer save money can gain a hearing. Money saved is money made. One of the strongest selling points to every new office device is that it will save money. If it eliminates even one employe it will save money. If it cuts down the time used to accomplish a certain amount of work, it *saves time,* which is the same as saving money. Every man is open to consider any proposition that will help him make money or save it.

247. *The Buying Motive of Utility.*—This is the motive which prompts the prospect to buy new machinery or anything else that can be used in his business. Utility values are estimated in the saving of time and of labor; in turning out a larger quantity of goods at less cost. Many articles are bought, too, not because money is to be made or saved directly, but because the article makes for efficiency. Filing cabinets do not make money for the owner nor do they save money except indirectly. They have utility value, however. There are hundreds of articles now on the market that are sold for their utility, their usefulness.

248. *The Buying Motive of Caution.*—When you urge a man to buy, say, a carload of flour because the tendency of the market is to rise in price, you appeal to his motive of caution. He wants to save on the price and at the same time make sure of having a supply. During the Great War and for some time thereafter, men bought goods in *fear* of scarcity or rising prices—the motive of caution. Fear is a phase of caution which enters into buying. Forethought, security, advantage are all phases of the motive of caution. It is a very strong motive and there are times when the salesman may use it to great advantage. The danger is in *overdoing.* The temptation is to overload a prospect. One of the familiar selling stunts is to announce a *probable* rise in price on a date fixed ahead, and to urge the prospect to buy *now.* That may become as great a vice as the so called "anniversary sales," "birthday sales," and other kinds of "marked down" sales which some stores hold at frequent intervals.

249. *The Buying Motive of Pride.*—This cardinal motive may be split up into several motives, each of which is based on pardonable pride. *Love* for family or others is a phase of pride. We buy insurance from a motive of affection. *Egotism* leads us to buy some things. Pride of *ownership,* or of gaining and holding *position,* or of getting ahead of the other fellow, or of beating him out in a deal, all are motives to buy. Pride in carrying the *best* lines of goods, even when the profit may be less than on cheaper goods, moves some

men to buy. Pride may also urge one to buy the most expensive things. Pride is a strong motive and permits easy sales.

250. *The Buying Motive of Pleasure.*—This motive is to be found in every man. It manifests itself in love of recreation, play, and comfort. A man wants things that will give health, or will please his appetite. He is pleased to have conveniences and things that are beautiful. The motive of pleasure is universal and anything that caters to it in any of the forms mentioned can be sold. Theaters, moving pictures, candy, furniture of many kinds, automobiles, travel, and a thousand other things appeal to love of pleasure in one way or another.

The salesman must judge his prospect, then, as to the cardinal motive which will make him buy; furthermore, he must find the *subsidiary motive* which will make the immediate appeal. Having found that, his method of attack is simplified. The motive becomes the *weak* spot in the prospect's armor. If your goods are really needed by the prospect, you can find the motive which will make him buy. If you strike the wrong motive and try to sell to that, you lose.

Judging men is the most interesting study in which you can possibly engage. Master the signs which each man has hung all over himself and you judge the man correctly. You will then be able to serve him and yourself infinitely better than if you attempt to go it blindly.

Part II: The Salesman

THROUGH THE CUSTOMER'S EYES

Chapter I

The Salesman as the Customer Sees Him

251. *A Thousand Dollar Cigar.*—One universal and vital fact must here be ground into the salesman's consciousness; and you must get it so firmly fixed that nothing will ever efface it from your memory. The fact is this:

> **Every prospect has likes and dislikes, peculiar and special, which rule him in his attitude toward salesmen. He has a right to them and you must abide by them or fail.**

Each prospect is a law unto himself when it comes down to his personal prejudices, his likes and dislikes. He may be unreasonable in those prejudices; but he has them. That is the point. Since he has them, the thing for you to do is to fit into his likes, rather than to incur his dislike unwittingly.

Example: Rogers was general manager of the Clayville Manufacturing Company. He had decided to install some new machines and had been quietly studying catalogs and looking up competing machines of the kind he needed. The choice had narrowed down to two competitors and there was little difference between them. Up to this point Rogers had kept away from the manufacturers of

these machines. He was a man of strong personality; of peculiar temperament. He did not want to be bothered with salesmen who would pester the life out of him if they once got an inkling that he was in the market for these machines, which would cost $20,000.

In looking up the competing concerns, he discovered that the president of one of them was a member of his social club and that he knew him slightly. He therefore took pains to get into conversation with him and to make inquiries about the machines in question. He furthermore suggested to the president that, if he would send a salesman around, there might be an order for him. In fact, he had then decided to buy that make of machine. He wanted a few more facts from the salesman and intended to give him the order.

The salesman made the call but did not get the order; it was placed with the competitor. Rogers explained the matter to the president later when the latter asked him why he bought the other machines. Said he: "I am a crank, if you like, but I have a right to be one in my own office. I don't smoke and I have no use for salesmen who come into my office smoking. Your salesman came in with a long cigar in his mouth and never once said, 'By your leave?' He even flicked the ashes on my rug; and that got my goat. I cut the interview short although I had, before his arrival, decided to install your machines."

When the president told the salesman how his cigar had cost him an even thousand dollars in

commissions that were ready to be handed to him without a struggle, the salesman proceeded to do the foolish thing by damning Rogers.

Yes, Rogers was a crank; he was an extremist—perhaps. But he had a right to be. Every man has a perfect right to his own ideas about salesmen and how they should act.

> *It is the salesman's job so to conduct himself as not to offend any prospect, no matter how cranky or unreasonable the prospect may be.*

252. *The Customer Sizes Up the Salesman.*—Don't forget it; two can play at the game of judging character. In fact, the prospect has formed and nurtured very decided opinions about salesmen in general. Many buyers (if not most buyers) are just as keen students of human nature as the salesman is, and it is part of their job to get a line on the salesman's character so as to know how to let him down easily. Put it down in big black letters that no prospect WANTS your goods. He may need them but he does not *want* them. If he really wanted them, you probably would be out of a job, because he would order his goods by mail. The prospect wrongs himself, to be sure, in building a wall—a mental wall—between himself and salesmen in general, but some prospects do it; and they are the ones you must be prepared to face in such a way as to lessen whatever prejudices may have grown up unconsciously or may have been developed with malice aforethought.

Let's not mince words here nor sidestep our failings and carelessness. What the customer sees first is, of course, *your* physical self. He sees also *your* attitudes, even as you see his physical self and his attitudes. You observe him for the purpose of judging his strength and weakness in order that you may serve him. He observes you for the purpose of finding your faults in order that he may excuse himself for not permitting you to get in your selling-talk.

What are some of the things about your person with which he may possibly find fault? Your garments may not please him. A red tie has been known to enrage some buyers almost as much as the proverbial "red rag" excites a bull. Subdued ties and shirts and suits are safest for every salesman. Bad teeth never help you to sell goods. Some nostrils are over sensitive, and they abhor the odor which comes from bad teeth or from the body. If a salesman of that unfortunate type comes near a buyer he is apt to get scant welcome. Go to a dentist at least twice a year. It may save you money; indeed, it will make money for you.

Roger W. Babson, the well known statistician, tells the story of a young man who was a failure at selling and also in getting a job. He asked Mr. Babson to tell him what was wrong, and Babson did. It was a *gold tooth* standing out in front like a headlight. Prospects simply couldn't keep their thoughts on what the young man was saying while looking at that glittering gold tooth. He had it replaced with a porcelain crown and all his main troubles disappeared. A horse is not the only

animal whose teeth play an important part in a transaction.

Your clothes, from shoes to hat; your finger nails and hands; the condition of your mouth and teeth; even the cut of your hair affect people favorably or unfavorably. Not all prospects are so affected, but you must look out for the ones who are, and you never know when you are going to meet them.

253. *The Customer's Intuitive Judgment.*—Even as intuition plays its part with some salesmen in judging men, so do many prospects *feel* the personality of the salesman upon his approach. That feeling may be instantly favorable or unfavorable; and the prospect will react accordingly. That explains the quick repulse which you may get sometimes. It also furnishes a mighty good reason, in addition to others, why you should develop a good personality. When you approach the customer with only feelings of good will and with the purpose of benefiting him, that very attitude makes itself felt, and, if the man is at all sensitive, he gets *your* feeling and it affects him favorably. His intuitive judgment is largely a reflex of your own personality.

While it is true that some prospects are always judging the salesman for the faults that may be found and for the purpose of turning him down or discouraging him, there are large numbers of splendid buyers who are open-minded and fair and friendly. They judge you and give you the

benefit of any doubt which may arise and let you prove your character.

Don't forget, then, that two men play the game of sizing each other up when the salesman meets the prospect for the first time.

Chapter II

Put Yourself in the Other Man's Shoes

254. *Sympathy Is a Master Key.*—There is no other key that opens the prospect's heart so easily as sympathy. It is the one master key to all hearts. The very meaning of sympathy discloses its wonderful effectiveness. It is a compound of two Greek words meaning "to suffer with." When we say that we sympathize with men, the implication is that we suffer as they do; we feel as they feel; we see things as they see them. In fact, we stand in their shoes and understand their attitude. The superior salesman does, in truth, approach his prospect in full sympathy with him and with the hundred and one annoyances and problems which confront him daily in interviewing salesmen and in conducting his business.

Read carefully Lecture No. 6, accompanying this book. It will give, perhaps, a fresh view of the seven classes of buyers into which the author divides all customers. You will be all the better able to sympathize with each class after reading the lecture. Aside from that classification, you may think of all prospects as falling naturally into four great groups; namely,

Professional buyers,
Semi-professional buyers,
Casual buyers,
Personal buyers.

Professional buyers may, themselves, be separated into several groups. At the head of these professional groups we should, perhaps, place the purchasing agent. His job is to buy everything needed by the company which he represents. Manufacturers, railroads, public service corporations, and all large concerns have purchasing agents. As a rule, they buy goods requisitioned by the various departments. They know values and prices about as well as the salesmen. Sentiment does not enter very much into their transactions, although it does sometimes play a considerable part in their buying. They are human, however, though sometimes disposed to be rather prejudiced and inclined to fall into ruts. They have their own troubles, and the salesman who can get their point of view and will unselfishly render service, with genuine sympathy, is the one to gain in favor.

Professional buyers head the departments in all the great stores. They both buy for the department and manage it. They buy the goods and sell them. They have a broader job than the purchasing agent and are moved by helpful suggestions from a sincere salesman.

Semi-professional buyers are those managers or other employes who have to buy such things as may be needed in their departments. The office

manager buys office appliances or recommends their purchase. The proprietor of a small factory or store buys his goods and supplies. The kind of job which the semi-professional buyer holds down may be a guide to you in sympathizing with his problems.

Casual buyers form a large class among business men. In some companies, for example, the treasurer or manager buys goods needed in the ordinary course of business; but when a *special* need arises—the installation of a new machine, perhaps—the matter is put up to the president or to the directors and the purchase is made by the head of the firm or by the directors themselves. This is a typical case of casual buying.

Personal buyers include everyone who buys for self and, ostensibly, for personal use.

Each class of buyers looks upon the salesman through very different eyes and the sympathy of the salesman must be governed by the class of buyer he is to interview. In all classes, sincere sympathy is a fine lubricant.

255. *The Customer Sees the Salesman, Not His House.*—A Chinese laundryman is a peculiar customer. He buys starch, soap, rice, and wrapping paper by the barrel or hundred pounds. If he likes the salesman, no other salesman can get his trade. The salesman *is* the house, so far as the Chinaman is concerned. He pays his bills to the salesman, not to the house. The latter is an unknown quantity.

There are many other customers besides the Chinese who know only the salesman and judge the house by him. That is why a strong salesman —a man of most likable personality—can control a goodly share of his trade and transfer it to another house when severing his connection with the old one. Some of the old-fashioned houses—those which still do business according to "rule of thumb" methods and stand on tradition and dignity—make such a transfer of patronage easy. They have not yet sensed the modern idea of service and accommodation.

A little while ago, J. R. Sprague, a jeweler of San Antonio, Texas, contributed an article to *Printers' Ink* in which he brought out the attitude of the small retailer toward salesmen—or some salesmen—and the houses which they represent. Said he: "I often wonder if some of our big concerns are not slipping into the Kaiser class. It is such a long way from the executive offices of the manufacturer in New York or Chicago to the store of the little merchant in Texas or Idaho where the product is actually passed across the counter to the consumer.

"The main reason why the Kaiser lost the war was because he was so far away from the common people. Every time he and his advisers tried to guess how a lot of ordinary individuals were going to act under certain conditions, they guessed wrong.

"Of course, it is natural that any man who is putting in the best years and efforts of his life in the production of a certain line, should believe

that line to be the best on earth. He is apt to think about its virtues so much that he eventually assumes that merchants all along the line are merely sitting around waiting for the traveling man to come along so as to give him an order, all nicely typed.

"The very best experience such a man could have would be to get a job in a retail store and see how things are really done. The fact is that the salesman is the bright connecting link between the storekeeper himself and the cold, impersonal firm which exists somewhere in the big city.

"No matter how successful the retailer may be, there is somewhat of pathos about him. He carries, locked up in his heart, years of accumulated disappointments and broken hopes. There were times when his line of credit at the bank was all used up, and the cashier turned him down when he wanted money. There was the year when he figured on doing a fifty-thousand-dollar business, but, on account of the long drouth, he did less than thirty. And during the panic there were weeks at a time when he had to smile cheerfully to customers by day, while at night he lay awake and wondered miserably if he was to go down in a crash. All this makes him crave anything that savors of warm human *sympathy*. So it is no wonder that many merchants buy from the traveling man rather than from the house which he represents."

You see, do you not, what a wonderful wedge sympathy is in the hands of a warm-hearted, tact-

ful, "human" salesman. Professional buyers, proprietors, and all other individuals screen themselves behind troubles of their own; but the salesman of warm, fellow-feeling can get behind that "smoke screen" and render inestimable, unselfish service to the buyer. He ties him up tightly to himself personally; for the personal equation cuts a larger figure in salesmanship than many men are disposed to believe. The cost of an article is, by no manner of means, the determining factor in its purchase by any class of buyers. The *human element comes first,* and the astute salesman gets across the counter or the desk and sees things through the eyes of the prospect.

Put yourself in the other man's shoes—that attitude will save shoe leather for yourself and will make permanent customers for you.

Chapter III

Traits of Character Which Breed Good Will

256. *The Two Primary Groups of Buyers.*—You have already divided all prospects into four groups, as outlined in Section 254; now, let's make a still broader line of separation and place all buyers into two types. We shall have to use words here which express the exact character of these types, and all men that lie between the two are modifications of each type. The one type we call *humane* and the other *brutal.* These types are well described by H. H. Blunt, treasurer of the

Wonalancet Company, Nashua, N. H., in a contribution to that company's house organ.

"John Benton was a shrewd, courteous business man of the old school. I greatly admired him, for, no matter how busy he was, there was always time to receive me, hear my story, and pass on it. If affairs were not pressing, there was even a moment for gossip or a characteristic piece of philosophy wrung from the experience of years of buying for a mill that had prospered. I learned that he was just as pleasant with all the salesmen he met. One day I asked him 'why.'

" 'Because they are fish, fowl, and good red herring to me,' was the reply. 'And,' he continued, 'they have taught me a great deal of what little I know. It pays to be good to them. They are the loose-leaf encyclopedias of every trade. They are a regular Union Station throng that passes in and out of this office from one train to another; some good, a few bad, but all with information that I want.'

"Right across the street from John Benton's office, a crabbed, tight-fisted type of human being did business, whose name was Asa Black. It was like a cold plunge to pass from the pleasant atmosphere of John Benton's inside room to Asa Black's outer office to wait until his cringing bookkeeper had passed in my card and returned to say that 'Mr. Black is very busy today, but will see you presently.'

"Many a time I have waited for that 'presently' to be over, looking through the cheap glass-paneled door at Asa Black while he went

through the motions of doing important things until such time had passed as he felt should elapse to 'put the fear of God' into my soul, when his churlish 'Come in' would be uttered. And, bye and bye, I got to know Asa Black, to forget that he had a bookkeeper, or that there was a cheap glass door, and I asked him 'why.'

" 'Why don't I give more time to salesmen? Because they take up my valuable minutes. I never learn anything from them. They are a lying, incompetent set of do-nothings, wasting my time and my bookkeeper's with silly tales, and always asking me more money for what they have to sell than I can buy at in the market. They are a discourteous lot of upstarts that ought never to be allowed to represent honest concerns on the road. Not one in a hundred of 'em ever make any money for *me*.'

"There they were, Benton and Black, as opposite as daylight and darkness; the one broad-minded, shrewd, candid, successful—the other bigoted, selfish, grasping, dishonest, and a failure. A failure? Certainly. His whole goal was money, nothing else. Knowledge, wisdom, friends—what were they?

"John Benton was right. It does pay to be a good salesman, for he is the embryonic merchant of a later day, the 'inside man,' the man you wish to trade with if you can."

John Benton was the *humane* type of buyer and Asa Black a good type of the *brutal* buyer. Fortunately for humanity and for salesmen in general, the brutal type of prospects is in the minority

and is disappearing under the genial sun of modern business practice.

But, why introduce Benton and Black under "Traits of Character Which Breed Good Will?" We are discussing salesmen, not buyers, are we not? Surely; but the humane or brutal traits illustrated in those two buyers are exactly the traits which are observable in salesmen. You, therefore, want to be classed with the humane group—the group which gains the good will of prospects, do you not? Even as salesmen liked John Benton and despised Asa Black, so a salesman himself is liked or disliked as he approaches in character the Benton or Black type of man.

257. *Three Good Will Breeders.*—Of the large group of character traits charted in Lesson 4, and others not there mentioned, three stand out as virile breeders of good will in the prospect as he senses them in the salesman. These traits are Cheerfulness, Friendliness, and Good Humor. When the prospect is sizing you up, each of these traits goes into the scales and weighs for or against a favorable judgment of yourself and, therefore, for or against a sale.

258. *Cheerfulness Induces the Buying Spirit.* A man who is "down in the mouth" is not the kind of a man who buys goods. When he feels that success is rare in the world, that he is the most unfortunate of all unfortunates, and that old age and the poorhouse are coming in sight over the hill, it is hardly likely that he will spend his money. He is like a man on a sinking ship.

Money is the great, infallible life belt, and what he has he will certainly hold on to.

Of course, few people grow as despondent as that. We are all conscious, however, of the stress and dangers of our existence, so that few of us, except the feeble-minded or the excessively rich, ever spend without thinking seriously and counting chances. In other words, we don't buy *unless the buying spirit is created.*

What is the buying spirit? It is the sunny outlook, the belief and feeling that all is well with the world, that we need not guard every action and weigh every penny, that we may with ease acquire the things we want—and need fear, therefore, no disastrous consequences. The buying spirit is, essentially, belief in the present and hope for the future. It is cheerfulness; and *cheerfulness in the salesman creates this spirit.*

As confidence begets confidence, so does cheerfulness beget cheerfulness and the buying spirit. The breezy, jolly drummer, who leaves behind him in the country store an atmosphere of hope which brightens the place for days, takes with him a fat order for goods—be sure of that. The sunny-faced retail salesman will attract twice as many customers as the sad-eyed brother, pondering over his own misfortunes. The specialty man who needs a basket to carry his weekly earnings is the fellow who acts as though he hadn't a trouble of his own in the world, and had come into the community solely to bear other people's troubles.

How to cultivate cheerfulness? Complete health on the physical side is the first essential. A man whose every organ is functioning perfectly will generate cheerfulness from within as he generates energy. It is possible to be so buoyant with health that you will "bob up" out of your set-backs and your melancholy like a cork out of water. Tell yourself that the world is right, and you will presently find yourself getting right with the world. Tell yourself that you will be cheerful; begin with all the energy you can command to appear cheerful; and the world will soon bend a surprising number of its conditions toward making you cheerful.

259. *Friendliness Is Twin Brother to Sympathy.*—You cannot display cheerfulness in its most engaging form, without, at the same time, evincing friendliness, which means that you have a genuine and hearty interest in people and especially in your prospect. Friendliness is the outcropping of sympathy and it is also one of the facets in the jewel of personal magnetism.

Have a genuine and sympathetic *interest in people.* If you are self-centered and selfish, if you are petty and mean, you may desire personal magnetism with all your heart but you can never attain it. All authorities agree on this. Desire good for mankind; be friendly, with a large, manly friendliness; love your fellow-beings—and you can scarcely fail to develop magnetism in its highest and purest form. Such, no doubt, is the gift of those invalids who, in spite of physical handicaps,

exert such a happy influence upon all about them.

To sum up, you must be forgetful of self and, feeling an earnest, sympathetic regard for others, strive to throw yourself with intensity, enthusiasm, and abandon into every social or business situation. Set out to influence people instead of being influenced by them. Strive consciously to project your thoughts, your feelings, and your personality so that men will *feel* them. Forget yourself.

260. *Good Humor Cements Friendship.*— Even though your prospect's offhand judgment of you may not have been altogether favorable, your own attitude toward him as the interview proceeds will have everything in the world to do with his *final* judgment. Good humor on your part will help to win and hold his friendship.

Humor puts people in a cheerful, friendly, well-wishing frame of mind and so may smooth the way for a sale. When matters have gone wrong and there is danger of discord and heart-burnings, with permanent estrangement, nothing is so likely to bring the parties together again as humor. The quality also enables one to endure any personal thrusts that may reach him in the course of an interview, and to view philosophically the final "No" of the lost sale.

Humor probably comes as near being a natural gift as any trait in the catalog, yet it is not wholly unresponsive to cultivation. A person who has difficulty in seeing a joke, for example, and who could not originate a witticism in a thousand years, may nevertheless study the wit of others and pass

it on. Many men have learned the best current jokes and anecdotes and by long practice in telling these have grown skillful. Thus, they have established a wide reputation as humorists. And they haven't a grain of humor in their whole make-up.

The deeper *sense* of humor, like facility in joke telling, can in some measure be learned. Do not take yourself *too seriously*. Do not think your opinions are at the foundation of the world, nor feel that either your gains or your losses are going to alter the orderly revolutions of the solar system. Learn to see yourself as others see you. Learn to see others as they are, with both their good and their bad points; love them for the one, and tolerate them in spite of the other.

Be careful how you employ your humor and, in particular, your anecdotes. Do not inflict it on a man who cannot see a joke, for you will at least embarrass, if you do not offend him. Do not tire people with an endless string of stories, especially old ones, dragged in by the heels. Moreover, in selling, do not interrupt the regular course of your talk—as there is a great temptation to do—to spin an old-fashioned salesman's yarn. It distracts the prospect's mind, shifts his interest, and permits his desire to weaken. Selling is serious business. Treat it as such. Save your stories for an opportune occasion.

Chapter IV

The Art of Managing Human Nature

261. *Observation Must Be Cultivated in Managing Men.*—A good manager is a man who

knows how to get people to do as he wants them to do. A good salesman applies the art of management when he gets an order from his prospect. He can do that most easily if he knows human nature; and he will know human nature only as he is capable of reading the character of a man from the alphabet which the man has stamped on his own physique.

The features and expressions, the temperament and the motives, all reveal facts which may infallibly be used as keys to the prospect's mind and purse. A man ignorant of them and their meaning can never advance beyond the primer class in salesmanship. He will continually try to fit square pegs into round holes and round pegs into square holes, a feat never yet accomplished. But when the salesman knows human nature, as well as his goods, he can offer the *right service, in the right way, to fill the right want.* And of such an act the inevitable result is a *SALE.* Your first task, therefore, is to learn how to detect the signs.

The features and expressions, of course, are all on the surface. Their meanings are already quite commonly known. Hence all that is necessary is to cultivate a habit of *looking at them* in a more careful and systematic way, as suggested in the earlier part of this lesson.

As to the motives, their presence in every one may be assumed. But they are not always present in equal proportions. Sometimes one predominates, sometimes another. The one that predominates is the one to which you can make your most

successful appeal at any particular moment. You thus have to decide which motive is strongest in a man at the time when you are talking to him. You do this, again, by observing the features and expressions.

262. *Manage the Prospect According to His Ruling Motive.*—The motives reveal themselves through the features and expressions. They may do this without any assistance from you. But the good salesman does not wait upon chance. You must *feel* for the motives. Weave into the early part of your selling-talk ideas calculated to arouse several or all of the motives. Then watch the prospect's features and expressions to ascertain the effect of each. When the motive or motives uppermost in him are touched, they will in most cases betray themselves, and you will thus know where to strengthen your appeal.

Here we touch upon the very central point of this lesson. Read the man's features to learn what you can about his character in general; but read them much more intently in *the light of his buying motives.* If you can see that his buying motive is pleasure, or comfort, or money making, it becomes a matter of secondary interest to you—as a salesman—whether he is combative or retiring, honest or dishonest, cheerful or pessimistic, healthy or sick.

Get the man's motives and you will adopt the right attitude toward him spontaneously. Get his motives, and your selling-talk is almost certain to

shape itself along the most effective lines. Get his motives and you can sell. Watch the features and expressions for evidence of the buying motives. That is the kind of character reading that has a real importance for salesmen.

263. *Use Utmost Wisdom in Judging Men.*—A warning is due at this point against too hasty judgment. The indications are not always as plain as they seem. For a sign, taken alone, may have one meaning, but when taken in connection with other signs, that meaning is neutralized. Thus a man might have a hooked, combative nose and a receding chin. He might have a stoop to his body, and yet walk like a man of firmness and decision. His voice and gestures might feign indifference to your appeal to the pleasure motive, while his eyes burn with desire. How are you to judge in cases like these? The answer is, of course, that you must never judge by any one sign alone, but by all of them together. The total sum of all the features, the unified expression of the whole man, is what really tells.

You must learn to add and subtract, to balance, and to sum up. You must learn to see quickly which features or expressions predominate, and to see also how they blend into and are modified by others. Learn to observe and to *think* about what you observe—and you will gain all the ability, as a reader of character, that is necessary for top-notch salesmanship.

Questions for You to Answer

1. What is meant by intuitive judgment of character?
2. How are intuitions usually formed?
3. What is objective judgment of character?
4. Name the six points for observation in judging character.
5. What states of mind are indicated in those character signs?
6. How do you distinguish between "quick" and "slow" thinkers and doers?
7. Describe the three temperaments in appearance and mental action.
8. Describe the six types of disposition as indicated by cranial formation.
9. Name the attitudes which reveal character.
10. What are the five motives for buying?
11. In what ways does the customer size up the salesman?
12. Why should you cultivate sympathy?
13. Name the four groups of prospects.
14. Why does the prospect judge the house by the salesman?
15. What are the two primary types of buyers?
16. Name the breeders of good will.
17. What is included in the art of managing men?

Lesson 10

Part I

WINNING THE CUSTOMER'S CONFIDENCE

Part II

SUCCESS FOR HIM WHO THINKS IT

Part I: The Sales-Process

WINNING THE CUSTOMER'S CONFIDENCE

Chapter I

Confidence Is the Foundation of Business

264. *The Stabilizing Power of Confidence.*—New York is the greatest city in the world. In commercial activity, finance, "skyscraper" buildings, and population it overtops all other cities on earth. Its busiest and most congested section is that part of the borough of Manhattan south of Sixtieth Street, in an area some five miles long and averaging about a mile and a half in width. There you will find hundreds of towering office buildings, mammoth hotels, and gigantic stores. Four lines of elevated railroads traverse as many avenues and three subways burrow under ground, in some places more than one hundred feet beneath the surface.

Why has it been possible to rear these mountain-like buildings and to house these millions of people in so small an area? There is only one explanation. New York is built on solid rock. Before a building can be reared, its cellar must be blasted from the solid granite, and the walls of the structure must be cemented to that immovable, imperishable foundation. New York is what it is because Nature provided for it the stable foundation of granite. If it had not been for that

foundation there would have been no sixty-story Woolworth building, and the scores of lesser giant structures surrounding it.

The foundation of New York is granite, but an earthquake could lay the city in ruins in ten minutes. If the foundation should be shaken the superstructure would fall. Chaos would ensue.

Confidence is to our social and economic structure what the mass of granite under the soil is to New York. Confidence is the foundation of all the continuous relations between men. Confidence is the stabilizing factor in human relationships. If it were not for this trait of character, there could be no durable association of men. Every man's hand would inevitably be against his fellow. It would be a case of "every man for himself," with no regard for the fate of others.

Confidence draws men together for mutual helpfulness. It was the corner stone of the clan and the tribe. It drew tribes together into nations. When confidence lapsed between clans or tribes or nations, doubt and suspicion arose and, ultimately, war. Where confidence reigns, there can be no jealousy, nor envy, nor covetousness, nor hate. Everywhere, under all conditions, between individuals, classes, and nations, confidence stabilizes relationships. It is the one and only emotion that perpetuates peace and good will; that eliminates greed, discord, strife, and social disintegration. Progress is impossible without mutual confidence among men.

265. *Confidence Maintains Serviceable Relations in Business.*—It is a startling but nevertheless an unavoidable fact that all business rests on confidence; it is the very foundation of business dealing over the entire earth. At the present moment, it is probably well within the bounds of truth to say that there is no man engaged in business who is lacking in confidence. We do not mean by that to say that every man has *equal* confidence in all men. We may have confidence in one man but not in another, or we may have absolute confidence in John Doe but only partial confidence in Richard Roe. No one is entirely devoid of the trait of confidence. If it were possible for a man to have absolutely no confidence in anyone or anything, he would, necessarily, be obliged to shut himself away from society. He could no longer have dealings of any kind with his fellowmen. It would be utterly impossible for him to work for anybody or to have anyone work for him. He could not and would not buy anything or sell anything. We may go a step further and say that he would not even eat food.

These are very strong and broad statements. Let us see if they are true. Call your imagination into play, now, and see what would happen to the entire world of business, nay more, to our whole economic and social fabric, if this human trait of confidence should disappear from the consciousness of man.

Suppose that when you awaken from sleep tomorrow morning, you should find that no man any longer possesses the trait of confidence; that,

during sleep, confidence has been wiped out of every man's consciousness; that he no longer knows what confidence is nor does he possess it even in the minutest degree. Necessarily if man lost, in that way, the trait of confidence, he would also lose those traits which either support it or grow out of it. He would, therefore, have lost love, sympathy, hope, faith, courage, loyalty, ambition, friendship, initiative, and all other traits of humanity which are linked up with confidence.

What would happen, then, to the world of business if confidence were completely expunged from man's mind? Stop for a minute or two and count up the results of such a catastrophe. Take yourself as an example of what would happen.

If you should wake up tomorrow morning without memory of confidence, and without the faculty of confidence in anybody or anything, you would be as helpless as a ship at sea without sails, rudder, engine, or compass. Lacking utterly confidence in yourself, you probably would not get out of bed. If you did get up and dress, you probably would not eat, for confidence in the value or wholesomeness of food would have disappeared. You would not go to work; you would have no *faith* in your employer or that he would pay your salary. You could not sell goods; no one would have *faith* enough in them to buy them. Money would be useless; it has value now only because of our *faith* in the Government's stamp upon it. You would not board a trolley or train; we use them because we believe that we shall reach

our destination. Manufacturing would stop; there would be no faith that goods could be made or sold. Former buyers would not give orders for goods; confidence in the goods would have been lost along with confidence in the concerns from whom goods had been bought. Farmers would not plow nor plant; faith makes them do both. Husband would separate from wife, for love is based on confidence.

Indeed, chaos would reign supreme and the world of business would be at a complete standstill, with every wheel stopped, everyone idle, every plant closed, every man estranged from every other man. Starvation and death would be the sure relief from such an appalling disaster. Business relations are maintained by confidence. When confidence is dead the relations cease.

266. *Progress Is Impossible without Confidence.*—Reference is not here made to self-confidence, but to the confidence which men must have in each other if there is to be progress; and by progress we do not mean merely going *forward* in point of time, but going *upward* in constructive evolution—cooperation in making business more serviceable and remunerative to all.

We hear a great deal about industrial democracy, collective bargaining, closed and open shops, the rights of capital and labor, strikes, and many other phases of business activity where cooperation is necessary. It must be fully understood that there can be no genuine cooperation between men

of one group and men of another if confidence is lacking. We shall have no peace in industry until suspicion, envy, greed, doubt, and jealousy give way to confidence. Cooperation is impossible without confidence; and there can be no industrial and business progress of any permanent value without cooperation on the part of those who are to be associated. In the field of business and selling, confidence is indispensable. No prospect buys goods unless he has confidence in the salesman, in the goods, and in the house which the salesman represents. Confidence, on the part of the salesman, in the goods and in his house, is also absolutely essential for efficient salesmanship. The house, too, must have confidence in its own goods, in its salesman, and in the customer if there is to be a permanent relationship. Confidence, you see, is the very foundation of business; without it there can be no business. Winning the customer's confidence is an essential element in salesmanship.

Chapter II

The Salesman as Confidence Maker

267. *Confidence Is the Flux in Fusing the Sale.* You memorized, let us hope, the nine elements in the Mechanics of Salesmanship. If you did not, then turn back to Book I and fix that chart in memory. Nowhere in it is confidence mentioned as a step or an element in making a sale. There are books and courses on salesmanship which include confidence among the steps of the sale. But

there is no unanimity among the authors as to *which* step confidence is. All agree on four primary steps in salesmanship; namely, attention, interest, desire, and decision. Some teachers make five steps, giving the approach as a step. Others make the pre-approach a step, in addition to the approach. Others, as stated before, make confidence a step in the sales-process, but they differ as to where it belongs in the series of steps. Some place it immediately after "interest," claiming that desire cannot be induced until confidence is developed.

There is no question whatever among all writers on salesmanship as to the four primary steps and their order as set forth in the preceding paragraph. This order cannot be changed, because it is the exact order in which a man's mind works. No one ever buys anything, nor does he finally do anything until he has mentally passed through those four phases of mental action. He is seldom conscious of walking up those four steps; he does mentally walk up just the same.

The very fact that there is no unanimity among teachers as to where confidence belongs in the series of steps, or as to whether or not it is *really* a step, is very good evidence that it is not. Confidence is, nevertheless, an element in the sale and a vital element at that, as you may have already gleaned from Chapter I. Where does it belong, then, in the sales-process? A moment's application of reason will give you the answer.

It may be stated like this:

> *Confidence must pervade the entire sales transaction from the gaining of attention to the payment for goods purchased and thereafter, else there can be no permanent and satisfactory relations between buyer and seller.*

The point at which confidence *first* begins to take root in the mind of the customer cannot be determined, any more than you can fix the point in a selling-talk where *desire* is born. It varies as the factors vary. If the *goods* are known by reputation to the prospect, he may already have confidence in them before the salesman calls. But, not knowing anything about the *house,* he may be entirely neutral. The salesman's job will be to convince the prospect that the house is reliable. But the salesman himself may, by act or word, destroy the preconceived confidence which the prospect has in the goods, or he may not build up confidence in his house.

The important thing to get fixed in mind here is, that confidence is the *essential constituent* that promotes the fusion of the factors and elements in a sale in a way analogous to the fusion of two different metals on the application of a third element called "flux." Rosin, for example, is the flux used in soldering together two pieces of tin. The mind of the prospect does not, let us say, fuse with the mind of the salesman unless confidence promotes the fusion. A salesman may secure attention, arouse interest, and, by logical reasoning, create conviction. He may go a step

further and induce desire for the goods, but if he has not, at the same time, developed confidence in all of its phases, he will not get decision to buy. Confidence—the flux—is lacking, so there can be no fusion of desire and decision, and no action.

This is a matter of such vital importance in salesmanship that it will bear your careful study. You should give painstaking care in so preparing yourself and your selling-talk that every step of the sales-process will not only utilize the elements of the sale in sequential order but also, in each step, build up confidence—confidence in yourself, in your goods, and in your house. Confidence is to the sales-process what mortar is to a brick wall.

268. *Confidence Is to Be Nurtured.*—You have already been shown that the salesman holds the strategic position in selling. That position becomes impregnable or untenable in proportion to his personal strength or weakness—his character, as sensed by the prospect. Hence the necessity (as has been pointed out before) of developing and maintaining a positive, likable, reliable character. It is not sufficient that you *know* your goods and that you be able to demonstrate their value. The prospect's confidence in your demonstration, his faith in what you say, is regulated in largest measure by his faith in *you.* There is no such thing as confidence in *what you say* about goods apart from *confidence in you,* the man uttering the words about the goods. If we feel

that a speaker is not himself worthy of confidence, we place little faith in what he may say or in what he may claim.

Confidence is a tender plant, easily blighted, but may be nurtured until it is strong and fruitful. The salesman must cultivate and nurture it. Indeed, it is not too much to say that he should consciously *give attention* to nurturing it. It is well within his duty to use every means possible to sow seeds that will sprout into confidence, and then to cultivate the plant at each step of the sales-process until, at the close, there will be no remaining doubt in the mind of the customer.

There are two particularly useful tools for you to use in cultivating confidence in the mind of the other man. The first of these is *truthfulness* and the second is *unselfishness.*

269. *Confidence Is Nurtured by Truthfulness.* It is not necessary to dwell on this point. There is no room for argument here—not today. There are probably still left some of the "natural born" salesmen who believe that it is a mark of good salesmanship to "put something over" on a prospect; to get his order, no matter how; to make the most glittering claims for goods, no matter if those claims are half truths or whole lies. Tactics of that kind may be used without *immediate* disaster in selling a specialty, with no expectation of ever seeing the customer again. That sort of salesman, together with the "blue-sky-as-a-limit" stock salesman, may have no conscience in exaggeration or in lying to a prospect; but we take it

for granted, in the first place, that you are not going to handle anything but honest goods, and, in the second place, that you have too much self-respect deliberately to deceive a prospect.

The Associated Advertising Clubs of the World have as a slogan, "Truth in Advertising." The advertising man has learned that there is always a disastrous come-back to a lie; that a lie itself is a boomerang which comes back to the salesman at an unexpected moment. Certainly no salesman representing a manufacturer, jobber, or retailer will tell anything about goods except the truth, when his expectation is to get repeat orders. Nor will a specialty salesman be other than truthful, even though he may expect to get only one order from the prospect. You never can tell how far that lie will travel, and you may butt into it some day when you least expect it. It is a matter of simple insurance against ultimate disaster that salesmanship demands telling the truth. When your prospect *believes* that you are telling the truth, he has confidence in you. He may believe you even when you are lying, but the results, ultimately, in the two cases are totally different. Moreover, some men are such good judges of human nature that they know when you lie and when you tell the truth. If you have to lie about goods in order to sell them, you are rearing a business structure that will tumble about your head sooner or later.

270. *Confidence Is Nurtured by Unselfishness.* Perhaps the best evidence of that is found in

what a well-known retailer said in an interview with a newspaper reporter a year after the Great War. Here it is:

"So many wholesale salesmen have an 'ax to grind' in dealing with retailers that their good advice often falls on deaf ears. The merchant who turns a deaf ear to the counsel and suggestions of salesmen visiting him, may seem rather unprogressive, but the fact that salesmen often put their own ends above the interests of the customers accounts for it. Moreover, it is a fact that friendly cooperation between salesmen and merchants has suffered a hard blow in the events of the last year. From every side the merchant was urged to buy goods before the next advance in price. Now that the bottom has dropped out of prices on many articles, it will not be altogether pleasant for the salesman to face those customers whom he has fooled.

"The salesman who honestly wants to give the benefit of his knowledge to his customers will avoid the suggestion of plans too evidently based on entirely selfish motives. There is not the slightest doubt in the mind of a retailer that an observing salesman, calling on many customers during a road trip, may pick up much information which will be invaluable to customers if he passes that information to them in the right spirit. But when the dealer grows suspicious of the motives of the salesman in giving his suggestions, even the profitable ones are not taken seriously.

"That same dealer will travel hundreds of miles and spend perfectly good money to attend

a convention where he will get, perhaps, a couple of good ideas that can be applied to his business. Yet he will probably spurn those same ideas if they come from a salesman who gives them from purely selfish motives and so fails to establish *confidence* in the dealer's mind.

"So, for the benefit of salesmen who often find customers stubborn about adopting new ideas as to kinds and quantities of goods to buy, my advice is to be sure that the suggestions are *free from selfishness*. Selfish ideas, of course, can be worked in to a certain extent, but they ought to be mixed with others that are unselfish; for when the retailer is once convinced that the salesman really wants to help him and is unselfish in his advice he will have confidence in the suggestions which that salesman gives and will be more apt to appreciate them and use them."

The supreme fact emphasized in this chapter is that *the salesman is the confidence maker*. His own character and his own personality, almost at sight, inspire the prospect with confidence or fill him with distrust; and later, the attitude and speech of the salesman nurture or destroy confidence. You may be absolutely sure that unless you do inspire confidence, you will not get an order. Another vital fact needing special emphasis here is that if your customer loses confidence in *you*, even if he still retains confidence in the house, you are done for; you cannot sell him any more goods. The house will have to send another salesman to that customer or lose his trade permanently.

Chapter III

The Goods Should Inspire Confidence

271. *Confidence Inspired by the Essential Service of Goods.*—In Lesson 1, it was shown that all goods which are inherently qualified to fill the need of humanity thereby perform an *essential service.* That service must fit into one or more of the five primary motives which cause a man to buy. If the goods themselves do not seem to the prospect capable of serving in the capacity or manner desired, he will not have confidence in them. Some lines of goods can be sold more easily by letting the goods "sell themselves," than by a talk on the part of the salesman. This is especially true with goods which appeal to one or more of the physical senses. The grocer, for example, who *tastes* a new brand of canned peas and finds them unusually palatable, has confidence then that the goods will also please his customers. He is convinced that he can sell those peas and make a profit, even if the price is higher than other brands. The quality will sell them.

One of the favorite stunts in demonstrating a cash register is to have the prospect operate it himself. He punches a key, say, for $1.49, sees the drawer slide open automatically, and deposits his own money in it. He closes the drawer and sees the machine hand out a sales ticket, with $1.49 stamped on it. He opens the machine and sees $1.49 stamped on the paper roll and, alongside of the figures, he sees that it was a *cash* sale made by clerk No. 1. He at once *convinces him-*

self that the cash register keeps an accurate record of sales made by each clerk and gives a total of sales for the day, saving a whole lot of figuring on his part. Having *worked* the machine he has confidence in it and its ability to do what is claimed for it.

Tangible goods of every kind when exhibited *right*—note that—with their essential service already implanted in the mind of the prospect, inspire confidence. That is the main reason why salesmen are a necessity; they can so display the goods as to *let them inspire confidence.* In fact, it is good tactics in salesmanship not to usurp the *silent salesmanship powers* of the goods themselves. The tremendous force in that sort of selling is well understood by manufacturers of many lines, so, in their advertising, they offer to send a free sample of the goods or to send the goods on trial for a specified period. Book publishers have found the line of least resistance to be the getting of people to permit a volume or a full set of books to be sent for examination. The books inspire confidence in their worth.

Whenever possible, then, let the goods sell themselves, while you stand by to say what the goods cannot say and deftly to turn the mind of the buyer into positive channels. The retailer understands this confidence-inspiring and desire-provoking value in the goods themselves, hence the elaborate window displays and counter exhibits. It is now an axiom in business that "goods well made are half sold." There is another truism which you should ever bear in mind, namely,

"seeing is believing." It is a part of man's nature to believe the evidence of his eyes and other senses more readily than he believes what *you say,* unsupported by his own sensations.

If the goods do not inspire confidence, you, yourself, can't.

272. *Confidence Is Inspired by Users of the Goods.*—Many men pride themselves on forming their judgment about goods without being influenced by what others say in favor of them. But there is a large class of buyers whose confidence is strengthened when they learn that *users* of the goods speak favorably of them and of their value. For that reason testimonial letters form an important part of the equipment of salesmen of certain lines. A salesman, for example, selling a correspondence course brings out his letters from satisfied students, testifying as to what they have received from the course. The salesman must know those letters thoroughly, and he must be able to point to the *exact paragraph* of a letter which will induce confidence in the particular prospect he is handling. He is careful also to show letters written by men holding positions equal in rank (or higher) to that of his prospect, never from men of lesser rank.

The proprietary medicine business furnishes a striking illustration of the use of letters of commendation. These letters furnish practically the entire means of inspiring confidence that the remedy will do all that is claimed for it. They sell the medicine, and they sell it only because the

reader *believes* the statements made about the curative values of the medicine. Many office appliances and several makes of machinery, as well as other lines of goods, rely on testimonials from users to inspire confidence in the goods. This form of confidence-inspiring material should be used judiciously and freely by the salesman. In using it be sure that your letters or copies of letters are kept *fresh and clean.* You may start adverse reactions in the mind of the prospect if you show him dog-eared, filthy letters. They and the salesman himself should be clean and inviting in appearance.

It is goods that you are selling and the goods must measure up, in your demonstration, to all that you claim for them. If they fall short, confidence is lost. If they prove better than your claims, confidence is strengthened that much more. It is infinitely preferable to make conservative claims and have the customer discover that the goods are better than the claims. His confidence and satisfaction will be unbounded.

Chapter IV

The Reputation of the House Should Evoke Confidence

273. *Reputation Has Its Sales Value.*—Not so many years ago, a man in very moderate circumstances in New England conceived the idea of putting rubber heels on shoes. His efforts to

get people to wear them were rather discouraging. But, with true grit and genius, he persisted. Eventually he had a nation-wide sale of his rubber heels. He did not manufacture them himself but had them made by a manufacturer of rubber goods. After making a sizable fortune, he sold out his interest in the heels for several hundred thousands of dollars. What did the buyers get for that large sum of money? Not a big factory stocked with machinery, nor even tons of heels. What they bought was a *name*—"O'Sullivan." That name had a *reputation,* and it was the reputation wrapped up in the name which had come to have a commercial value of around half a million dollars.

There are probably several hundred business concerns in our country whose names are worth many times more than their factories, including the goods on hand. What is the value of the name of Tiffany or Colgate or Marshall Field or Wrigley or Armour or Burroughs or Disston? These names inspire confidence at once. They are known at home and abroad. No carpenter questions the value of a Disston saw. The reputation of the house is its own best salesman. Their reputations have been built up with scrupulous care. They keep faith with their customers; indeed, they are disposed to be more than fair. They are generous with their customers, holding that the customer is always right. To be connected with a house of unblemished and nation-wide reputation is in itself a distinct satisfaction to a salesman. The very name of a house that

is known from Maine to Texas is an inspirer of confidence.

You may, however, not be connected with a house that is known so widely. It has its reputation to win. It is seeking new outlets for its goods and must compete with houses that are well known. That is not necessarily a handicap. Sometimes it is an advantage. While the reputations of several hundred big concerns, nationally known, are enormous assets, your small and unknown company may sell its goods if the goods themselves are genuinely good and you, yourself, inspire confidence.

In some lines, of course, it does not make any difference to the buyer what the character of the house is so long as the goods are right. For example: If you are selling sugar, salt, coffee, prunes, clothespins, buttons, cheese, rice, cotton cloth, or any one of scores of other commodities, the reputation of the grower or manufacturer cuts little figure. Quality and price are the decisive factors as a rule. But if you are selling rubber goods, the buyer will want to know something about the *reliability* of the manufacturer. If you cannot produce evidence that the house is reliable and stands back of its goods, you will have difficulty in inspiring the prospect with confidence. Your sale will be made on *your own* personality and not on the confidence which the *goods* inspire.

In buying furs, diamonds, silk and woolen goods, shoes, silver and gold articles, and many other lines, the reliability of the house induces us to buy; it gains our confidence. We are not

apt to be experts in judging those goods, so unscrupulous houses could easily deceive us and sell us inferior or spurious goods, making us think that they were the finest in quality. Reputation indeed has its sales value, and the reputation of the house for square dealing inspires confidence. It opens doors to the salesman. It is a key that opens the way to the buyer's ear.

274. *Loyalty in Preserving the House's Reputation.*—You should never associate yourself with a house whose reputation is at all shady or that is known for unreliability. Having made connection with the house it is your duty to keep its reputation up to high water mark; its character is in your hand. You can mar it by the way you represent it or you can enhance it. To the prospect, you are the house. That was emphasized in Lesson 9; it will bear repeating here. The salesmen make the reputation of the house in a very large measure. Your loyalty or disloyalty to your house produces confidence or doubt in the prospect.

A salesman is, to be sure, between two fires if he looks at it that way. On the one side is the customer and on the other his house. The house has fixed the prices and terms. The customer frequently wants concessions. "Other concerns," he argues, "give better discounts and longer terms." The salesman quite naturally desires an order. It means commissions, perhaps. He is inclined to side with the customer, so, if the house turns down the order with the conces-

sions accepted by the salesman, the salesman *knocks* his house. Having once begun to use a hammer, he pulls it out in the presence of a customer. He does not mean to hurt his house, but he does hurt it, inevitably. He looks for faults in every department of the house and criticizes on every possible occasion. He passes these criticisms on to his customers in order to show them how hard he is laboring in *their* interests.

A salesman of that nature is simply on the wrong road, and it is only a question of time when he will find another job or else get fired. Your first allegiance is to the house that gives you your bread and butter with pie on the side. Disloyalty to it may seem to you to be the way to win and hold customers, but it isn't. That very act of disloyalty (whether it be knocking some one in the house organization, taking sides against the house, openly criticizing the house methods, or what not) affects *adversely* your customer's confidence in you personally and in the house which tolerates a salesman who is disloyal.

Don't forget that a prospect will make all sorts of demands and even make misrepresentations about what other houses will do for him in order to get lower prices or longer terms from you. He is well within his rights in getting all the concessions possible if he is honest in his methods and statements. The thing you have to guard yourself against is being carried away by your prospect into an unreasonable sympathy with him and a desire to serve him more than your house. You must keep a steady head under conditions

like these and exercise the very coolest judgment. Above everything else, you are to look out for the interests of your house *first*. The man who is loyal to his house cannot lose the respect of even those who do not give him an order; the disloyal salesman loses eventually the confidence of the customer and the house.

The reputation of your house should indeed invoke confidence, but you—the salesman—have a great deal to do with making and maintaining that reputation, for you are, at the time of your interview with a prospect, the house.

Chapter V

The Customer's Nature Turns the Scales of Confidence

275. *Phases of Confidence Revealed in the Prospect.*—It must be kept clearly in mind that you cannot get an order for goods so long as the prospect is in *doubt* about the service which the goods will render him, and that service is measured by the motive which will prompt him to buy. With some classes of goods, as has been shown, confidence in the house falls into secondary place, or is not essential; the goods themselves are the center of confidence. In other cases, confidence in the house is the essence of the trade or purchase. In buying a machine, for example, which must be kept in repair (a multigraph, typewriter, dictaphone, or electric drive adding machine) confidence in the promises of the house carry great

weight with the buyer. It will be readily understood, then, that, in the latter cases, the salesman's personality is the weight in the prospect's scales of judgment, which swings his confidence toward the purchase.

Each prospect is a law unto himself in his attitude toward confidence and what is required by him to establish it in his own mind. To judge him correctly in this respect, you must know human nature thoroughly, not superficially. Lesson 9 becomes all the more vital at this point. The mastery of the means of sizing up the prospect and the application of those means in diagnosing the prospect as to character and motives supply you with accurate weights to cast into the customer's scales of confidence. The weight of your *reasons why* he should buy must be heavier than his doubts and objections in order to tip the scales of confidence down. If you avoid the fallacies mentioned in Lesson 7 and get the motive for buying correctly placed, you should have little trouble in presenting arguments of sufficient weight to send doubts and objections up in the air. The phases of confidence, therefore, which correspond to buying motives are:

276. *Confidence That the Goods Will Make or Save Money for the Prospect.*—To convince him of this is a matter of bringing to bear adequate proof. That proof is twofold: proof from *his own* experiences and that from the experiences of *other men.* The manager of a big department store was convinced of the necessity

of putting in cash registers only after the salesman had made purchases in many departments of the store and showed the actual time lost by the sales girl in waiting for change from the cash room at the far end of a brass tube. That manager's confidence in the cash register as a money saver (therefore a money maker) was clinched only when his objections were *outweighed* by proof of lost time (which was lost money) on the part of the salesperson, to say nothing of the time lost by the customers in waiting for change. Show the prospect that he will really make or save money and you win his confidence in the goods.

Somewhat similarly, prove that your advertising plan will make or save money for the prospect and you will get his advertising account.

277. *Confidence That the Goods Will Give the Utility Service Claimed.*—If you are selling a vacuum cleaner to a woman, your means of establishing confidence is not by proving that the machine will save her hours of labor, but that it will give her hours of leisure for pleasure and rest and other work more attractive than house cleaning. When you have conclusively proved that your goods will actually save time or effort, and will make for efficiency, order, or system, you win the confidence of the buyer.

278. *Confidence That It Is Wise to Buy Now for Future Use.*—This is the appeal to the motive of *caution. Prove,* to a believable degree, that prices are going up, or that goods will be scarce,

and you gain confidence sufficient to land an order. Prove that your goods are bringing trade to the competitor around the corner, and that your prospect's customers are likely to be weaned away from him if they get the habit of going there, and he will stock up as a matter of caution. He wants to safeguard his own interests. Prove that the men who study and utilize the knowledge gained from the correspondence course you are selling, win promotion, and your prospect will buy as a matter of caution, so as not to be left behind in the race for preferment. His ambitions, of course, enter into the *amount* of confidence which he will have. But you can stir those ambitions.

279. *Confidence That the Goods Will Satisfy Pride.*—You would never mention pride or vanity or egotism in your selling-talk; of course not. But you know, far better than the prospect, that pride is the motive which makes him buy what you have to sell. Prove to him, by the use of *suggestion,* that, in owning the automobile you are selling, he will be in the class with the Vanderfellers, or that his business standing will be enhanced, and you win his confidence in your judgment of him. Prove that his wife will suffer or that his daughter will drop in the social scale when his income stops at his death, and you give him confidence sufficient to buy insurance enough to provide for wife and daughter on a liberal scale.

280. *Confidence That the Goods Will Give the Pleasure Desired.*—This is not so difficult as some

of the other motives. Pleasure is a dominant note in most lives—pleasure in eating, drinking, traveling, or everyday living. Suggest convincingly that your goods will give the pleasure desired and you establish confidence in their necessity. It is a weakness of human nature to find *excuses* for buying things which will minister to pleasure. When you help a man to convince himself that what you offer will really give pleasure to him or to those he loves, you establish in his mind confidence in your good judgment, as well as confidence in the goods or proposition.

These illustrations are merely suggestions of the many ways in which you may use *buying motives* as weights to tip the scales of confidence in the consciousness of the prospect. It is *his own* nature which, in the last analysis, determines your method of inspiring confidence. But, of one thing you may be absolutely certain; namely, *you must gain the confidence of the prospect.* It is the foundation of all business dealing. It is the one element above all other elements entering into the sales-process. If you do not gain the confidence of the prospect, you cannot get an order. If you gain his confidence, and he has need for your goods, you will get his order sooner or later, if he can pay for the goods.

The crux of selling is to establish absolute confidence in the mind of the prospect and to keep that confidence with unswerving fidelity.

Part II: The Salesman

SUCCESS FOR HIM WHO THINKS IT

Chapter I

Self-Confidence Is Deaf to Discouragement

281. *A Salesman Who Resurrected His Courage.*—In a previous lesson you were made acquainted with a little yellow devil. You were reminded of the lies which he delights to tell to those who give him houseroom. It was pointed out that he is responsible for all failure to utilize the margin of time for self-improvement. It was very clearly shown that this yellow devil is merely the lazy, yellow streak in human nature which gives excuses for its own shortcomings.

That little yellow devil has a twin brother—but he is black—and he is happy only when he is able to paint a great broad black band across the daily sky of a salesman and so make everything *look* black. That black band we shall call *discouragement;* and discouragement kills faith and hope, and invites defeat. The little black devil who blots out the sun and puts you on the toboggan headed for swift failure finds easy marks in the tribe of salesmen. He is on the job every moment of the day and night during the hours we are conscious.

Maxwell Droke, sales promotion specialist, and formerly a sales manager, tells this story:

"We once had a young salesman in our organization who went for nearly thirty days without using up enough order blanks to make a first-class spitball. But every night that lad sent us a daily report. And those reports told us a heap about the boy. I knew his territory well enough to check up the 'dope.' And I found that despite the poor showing, this salesman was making his calls faithfully, day in and day out. Never was he known to overlook a prospect. And so I knew that he had nerve. It takes a man with unusual grit to hang on under those conditions.

"Something was wrong. We didn't know *what,* but we started to find out. First we wrote the salesman a letter, just a frank, friendly little note. We put the situation straight up to him, told him we knew he was trying and that we wanted to help him. Then we asked point-blank *what* the trouble was—*why* he could not close sales.

"Back came a letter by return mail. It was almost desperate in its earnestness. The salesman was trying with all of his might and main to win out. But the big trouble was that *he didn't believe in himself;* he had become, for the time being, utterly discouraged.

"I sat down and wrote the salesman that very morning. A few days ago I chanced to run across a copy of the letter in my files. Eliminating a few personal references, I am passing it on, not as a model missive, but to show just the tack which our firm took in this particular instance.

My Dear Baker:

Your letter of the 6th was particularly interesting to me, because it reads like a chapter out of my own life.

I left a 'behind-the-counter' job in a small-town drug store to 'go on the road' when I was nineteen. I was in love with the selling game. I wanted to make good more than anything else in the world; but somehow I just couldn't make sales.

Then one day I got next to myself. The thing that was holding me back was the very same condition that you are up against. It's a thing which has wrecked a heap of promising sales careers—LACK OF CONFIDENCE. *When you lose faith in yourself you come mighty close to making it a unanimous decision; for if* YOU *don't believe in YOU, how can you expect anybody else to take you seriously? Is it reasonable to expect a customer to be bowled over by a weak-kneed sales argument that even you yourself aren't sold on?*

I have a hunch, Baker, that you are trying too darned hard to SELL *things. Don't do it. That* DESPERATE *attitude is one of the best ways of breeding self-consciousness. I know from experience. Try not to brood over your past failures. Don't start tomorrow under the handicap of today's errors.*

Is there any logical reason WHY *you cannot sell goods? Certainly not! You have a heart, a soul, a body, and plenty of brains.*

All of the equipment that anyone was ever blessed with is YOURS *right this minute.*

You can do ANYTHING *in this wide world that any other human being has done, if you only* WANT *to do it* HARD *enough and go at it in the* RIGHT *way. That's the spirit in which you should approach a buyer. You will find it a wonderful help. Think not 'Can I sell this man?' but rather '*HOW *can I sell this man?' Study your buyer. Don't consider him as an Ogre Absolute, clutching the coveted Order in his talons. Think of him as a* MAN.

The buyer may represent wealth, power, industry—and yet he is just a man—no bigger than you are—no more wonderful and magnificent a creature. He hasn't a third leg, a couple of extra fingers, probably not even a double chin to brag about. One telling argument, one little sales point, and he is in your power. You CAN *sell him. You can sell* OTHER *men. I know you can, because I once stood just where you are standing today. I faced the problems you are facing. I won. And you are going to win.*

You are going to acquire faith—mountain-moving faith—in the man who wears your shoes. You are going to BELIEVE IN YOURSELF *and in your ability to put things over. And why shouldn't you? You breathe as much air, take up as much space, and are just as important in this old world's work as*

all of the kings and potentates and great ones of the earth.

Here's a homely little creed that has helped me. Maybe it will give you the right start. Try repeating it every morning before you pick up your order-book and portfolio:

I BELIEVE IN MYSELF.
I BELIEVE IN MY WORK.
I BELIEVE IN MY COMPANY.
I BELIEVE IN THE GOODS I AM SELLING.
I BELIEVE I AM GOING TO HAVE A MIGHTY SUCCESSFUL DAY.

Tomorrow morning you are going after business with shoulders squared, head up, the fighting light in your eye. And you are going to win.

We are betting on you.

Sincerely.

"In less than a week that salesman sent in two orders. They were small ones, to be sure, but we hailed them with eagerness. Friendly, encouraging letters went out to him at frequent intervals. Six months after my first encouraging letter went to Baker, that timid, discouraged chap ranked first among the salesmen in number of orders and third in volume of business sent in."

282. *Self-Confidence Makes Selling Agreeable and Successful.*—In the first place, salesmanship, by its nature, implies constant association with

men, many of whom are antagonistic to yourself and your aim; it implies a bold encroachment upon their privacy and their time, and the application of pressure to make them do what they have no desire to do. All this is a heavy trial and strain to the man without self-confidence. He hesitates long outside the prospect's door, mopping the cold sweat from under his collar; his voice sticks in his throat; he blushes and stammers and forgets his selling-talk; and, after apologies for his intrusion, he retires, raked from behind by contemptuous stares. Every interview is torture to him because *he is afraid.* Whereas, a brother salesman, imbued with self-confidence, would find in the same experience cheerful adventure and an unfailing delight.

Secondly, a salesman needs confidence to make his work *successful.* As shown in Part I of this lesson, confidence of the prospect in the salesman is an essential condition accompanying every step of the sales-process. If it is not present, the prospect is liable to bolt at any moment, throw off the salesman's control, and defy recapture. It has to grow continuously from first to last, and, at the grand climax of closing, it has to be strong and complete.

Confidence of the prospect in the salesman can be inspired only by the confidence of the salesman in himself.

A salesman without self-confidence seems unworthy to be honored by the prospect's attention. He seems weak in body, mind, or character, and the prospect is not moved to take any interest in

him or his affairs. The salesman also appears to feel that it is wrong or shameful for him to be selling, so the prospect is naturally led to believe that there is something wrong with the goods. By so openly *doubting himself,* the salesman *breeds* doubt in the mind of the prospect. If he works on a salary and cannot develop self-confidence he will promptly be relieved by a new employe. If he works on commission, he will sooner or later find himself stranded somewhere without means to pay his overdue board bill. Yet another salesman, superior to him in no way except through the possession of confidence, will build up a profitable business in the same territory. Self-confidence is thus a prime essential, both to make selling *agreeable,* and to make it *productive.*

Best of all, there can be no discouragement where self-confidence is deaf to the chatter of the little black devil; *he* becomes discouraged and slinks into hiding.

Chapter II

The Sinews of Self-Confidence

283. *Knowledge Is the Chief Sinew of Self-Confidence.*—Speaking figuratively, a sinew is that which supplies strength or gives power. Ignorance, disease, doubt, and fear are all foes of confidence. The one and only way to rid yourself of these enemies of good salesmanship is by cultivating the opposite traits—knowledge, health courage, and faith.

The only means of removing ignorance is the *acquisition of knowledge.* In salesmanship, you must master the facts and conditions surrounding you by knowledge of your goods, of human nature, and of selling technique. Most of these subjects have already been under discussion and the rest are soon to follow. Let us see if we can get at the scientific side of this problem, and prove the relations of knowledge and confidence.

One of the fundamental evolutionary laws is the "law of exercise." Activity develops long legs and ears for the rabbit, keen scent for the dog, nimble fingers and a sense of harmony for the musician. The place where this growth registers is not only in the organ named, but in the brain. In the rabbit, for example, auditory vigilance has highly specialized that part of the brain which takes cognizance of sound. Paderewski, likewise, by focalizing his forces in the interests of his art, has grown millions of brain cells for his chief center of energy. So it is with every man who specializes. His brain develops in relation to that specialty.

What is the result? Effective work in one's particular line, of course. We all know how Paderewski can perform on the piano. But there is something more. The musician exhibits a marvelous enthusiasm and rapture in the midst of the execution of his art. He is oblivious of all else. He has a sublime *confidence.* The simple psychological explanation is this. The human mind is so constituted that it can contain only one idea at a time. If the idea occupying it at any moment

is weak, it may give place to another, or dodge in and out with any number of rival ideas. When a specialist's brain, so largely developed in one line, entertains an idea in that line, the idea is apt to be a strong one. It will steadily crowd out all other ideas and itself occupy and dominate the whole field of consciousness. The man is therefore *confident in the matter of his specialty,* because that powerful, dominant part of his brain is acting, and *doubt* has no place to enter.

Get knowledge of and become familiar with every phase and detail of your work, and you can scarcely fail of confidence in yourself.

284. *Health Gives Strength to Self-Confidence.*—As ignorance is crowded out by knowledge, so *weakness is crowded out by strength.* A man in the full glow of physical health throws off fear as he does disease; he withstands it as he withstands cold. When conscious mental power is added to that, the man may reasonably feel, and does feel, at his ease about the outcome of almost any encounter. This same principle may be carried over to another phase of self-confidence —confidence in your moral rectitude. If you are morally clean and strong, swayed by no vicious habits, influenced by no dark motives or negative emotions, then you will have self-confidence on the character side.

We have already stated the rules for physical and mental culture, and need not repeat them here. Get and maintain good health and you have the basis for self-confidence. Sick folk are

not apt to be full of fire and courage and confidence. The *beginning* of confidence is knowledge and health. Lacking those qualifications, it is useless for you to hope for the bearing which inspires trust and acquiescence on the part of the prospect; it is useless for you to attempt to become a salesman.

285. *Courage Puts Heart into Self-Confidence.*—An army sometimes goes into action lacking confidence that it will win. It may outnumber the enemy, it may have superior arms and an advantageous position; yet because it has met reverses lately and become discouraged, or because it is too keenly aware of the uncertainty of fate, it *fears* that it may suffer defeat. So with a salesman. He may know himself to be in perfect fighting trim, he may fervently believe in the rightness of his goods and their serviceability to the prospect; but if he permits his thoughts to dwell on the prospect's possible vagaries of character, or the depletion of his purse, or the unforeseeable chances of fortune, he may doubt whether, after all, he is going to make a sale. The fight is lost before he begins it. He advances too cautiously; he wavers at the first sign of resistance; at the first actual blow, he gives up hope, and retires in disorder.

An expert salesman never approaches a prospect in that state of mind. He tells himself that he is going to win, and thrills with the thought of it. So he strides into the fray with energy and courage, overriding every obstacle. He wins be-

cause courage and self-confidence work together. Courage puts red blood into self-confidence and dispels its timidity. Where self-confidence would stand in momentary panic, courage gives strength to go ahead. No man of courageous confidence was ever a coward, and no man of cowardly heart ever succeeded as a salesman.

286. *Faith Drives Fear from Self-Confidence.* Fear is the bane of our lives. It is the special bane of nervous and high-strung men who imagine, in consequence, that they can never learn to sell. They may know their proposition thoroughly, they may be in tip-top physical and mental condition, yet, at the critical moment, courage deserts them. With hand on the prospect's door knob, their hearts seem to sink clear out of their bodies. Their approach is awkward, and their opening confused; and not till well on in the presentation do they calm down and get their emotions under control.

It may encourage salesmen of this type to know that *nervousness* at the beginning of an interview is not necessarily a detriment. Famous actors and orators have said that they are always "trembly" at the moment of going on the stage, and that this condition is the surest presage of a good performance. It is just the momentary breathlessness, the preliminary keying up of the nerves which enables them to concentrate on the work in hand, and to put forth all their powers to the best advantage.

If you are high strung, the fact probably indi-

cates reserves of emotion and energy which, once brought under control, will make you a salesman of the highest class. The truth of that statement has been proved over and over again, not only in salesmanship but in other professions and callings. Say what you will, however, this form of fear is disconcerting to the salesman, and its effect upon the prospect is bad.

You want to know, then, some rule for overcoming it, at least in its really violent manifestations. There are several rules, but only one need claim our attention here. Confidence, by elimination of panic, can be developed through a genuine wish and intention to render service to the buyer. This implies, of course, a knowledge that the goods are right, and a knowledge of their serviceability. But it implies something more than that—it implies a *passion* added to knowledge. That passion *does not recognize fear;* it holds to faith. It believes in men and their ultimate high destiny. It believes in honest business and fair profits and in one's own equality with other men. We are most frequently afraid of men in high positions without reason. They are only *men,* nothing more, as Maxwell Droke said in his letter to Baker. Faith in yourself as an *equal* man gives self-confidence—the sort of confidence which is able to meet any man on his own ground.

Confidence, as you see, is not a mysterious quality which a man "just has" or "just doesn't have." Neither is it a quality to be acquired by *wishing.* It is a quality based on definite, well-

known conditions, and those conditions must be established by *work*.

Chapter III

Traits Which Make Reliability

287. *Reliability Is the Sterling Mark of Salesmanship.*—When you buy a silver spoon with the word "sterling" embossed on the back of the handle, you may rest assured that it contains only sufficient alloy to render it hard enough for life-long service. It contains all of the pure silver specified by law to entitle it to the name "sterling." When a man is *reliable* he possesses *sterling character*. Nothing higher can be achieved by any man than to be known as being absolutely reliable. Modern business demands reliability in men. Salesmanship of the superior kind calls for men of reliability. We may go so far as to say that reliability is the "hall mark" of salesmanship. The business world will some day, doubtless, put that hall mark of reliability on the highest grade salesmen and call them "sterling."

Business demands that you be *intellectually* able. Ability to sell, as we have already learned, depends on a trained mind; but the mental processes must be reliable else we cannot depend on the results. Judgment must be reliable; will must be reliable; body powers must be reliable; emotions must be reliable. No matter how highly educated you are, if you are not reliable you cannot succeed in salesmanship. Reliability of the

salesman, his goods, and his house is the one magnet which gets and holds the confidence of the customer. It is your most precious possession.

288. *Honesty Is the Bedrock of Reliability.*—Honesty is much more than *not stealing.* Honesty includes truthfulness, fairness, justness, faithfulness in act and speech. Some men believe that they are honest just because they are not in jail. They are dishonest "within the law," and so keep out of jail. The honest salesman does not pad his expense account; only thieves do that. If you cover up a dollar's worth of cigars under "meals" you have stolen the dollar just as surely as though you extracted it from your employer's cash drawer. Suppose a salesman is working on salary, with the understanding that he is to put in seven and a half hours a day, with three and a half on Saturday. But he works only an average of six and a half hours and three on Saturday. He has *stolen* five and a half hours of time which he agreed to give to his house. He *sold* that time but did not deliver it. He collected the money for it but kept the goods. Suppose his salary is $60 a week; then he steals $8 every week. It was stolen just as truly as though he took it out of the cash register.

A man can't be crooked and honest at the same time. Honesty demands that you represent an honest house with honest goods. If you find that the house is not absolutely reliable, throw up the job. To remain means that you become like the house. If the goods are not honest in every par-

ticular, quit selling them. That is the only thing for a reliable salesman to do who has self-respect. Reliability is *moral* ability on which men can rely; less than that is a liability.

Therefore be sure of your moral blamelessness. If you expect to take the self-reliant and resolute attitude when you face your customers, you must have no little devils of accusation and shame pinching you all the time. You must *feel* that you are an honest man; not merely *know* it, because the mind will by argument convince itself of things that one cannot feel. You must *feel* that you are honest, raised high above the possibility of crookedness or deceit. You must equally feel yourself above any base act or habit. When you have been guilty of such acts, you always fear that the whole world knows or suspects them. Nor are your fears unfounded. In no subtle way, but plainly on your face, is your shame revealed. This may well rob you of confidence—and it invariably does.

Be *sure* that you are honest, for you are obliged to live, eat, and sleep with yourself, and you undoubtedly prefer to live with a man whom you can respect and admire.

289. *Integrity Measures the Bounds of Reliability.*—A man is no bigger nor sounder than the integrity of his moral life. Integrity means wholesomeness, soundness, uprightness. The man of integrity is not lacking in any of the moral qualities. It is possible for one to be honest but not entirely faithful in doing all that might be

done to get business. We can be thoroughly honest and never do any more work than we are hired to do. But integrity means more than honesty, it means loyalty and fidelity to the best interest of the house and of everybody connected with us. It means fidelity to wife and children, to the home town, the state, and the nation. Integrity implies absolute faithfulness in the discharge of every duty and obligation. It includes, you see, far more than honesty does, for honesty itself is an element of integrity.

Your reliability is measured by your integrity.

290. *Sincerity Puts the Stamp of Genuineness upon Reliability.*—After all, one of the searching questions which come to the fore when you have business relations with a man is this: "Is he sincere?" No matter how honest a man may *seem* to be, no matter how pronounced his integrity, we want to know if he really means what he says or whether he is acting a part—whether he is sincere.

Sincerity does not wear a mask. The sincere individual is exactly what he appears to be. He is not an actor, assuming different characters for various business ends. He does not pretend to be something other than he really is.

Your prospect is greatly bothered in his effort to determine whether or not you are sincere in your statements and claims for your goods, or if you are just *talking* for effect. He isn't sure that your interest in his prosperity is really sincere. He rather thinks that you only *pretend* interest in his

welfare so as to get an order. Recall the testimony of the retailer, given in section 270. He was quite sure that many salesmen are far from sincere. Sincerity wins confidence and makes friends, for you can rely on the sincere man. He does not deceive you. His loyalty is genuine, his friendship is the real thing.

Honesty, integrity, sincerity; fine qualities in any man, don't you think? And they make up reliability. What is the money value of reliability? You can answer. Now, link ability with reliability and what sort of a salesman would you have? Could he make friends; could he win confidence; could he sell goods? To ask these questions, is to indicate the answer. Hold fast to the traits of reliability. They strengthen self-confidence and establish confidence in your prospect.

Chapter IV

The Man Who Thinks He Can, Is the Man Who Does

291. *Nothing Stops You But Yourself.*—This lesson brings to your attention two of the most important and vital subjects of the entire course, namely: *Confidence* which you want the prospect to have in you, and *confidence* which you should have in yourself—self-confidence. You now know their places in the sales-process and in the salesman. You *can* win the confidence of your prospect; you *can* develop such self-confidence that nothing will turn you aside from your purpose.

When you reach the point of really *thinking* that you *can* do a thing, it is then already half done. The wise men of old taught their neophytes something like this:

"When you make up your mind definitely to get a certain something, that something begins to run toward you. Somewhere in the future you and it will meet."

And another wise man, who once lived in the little country of Palestine, said: "All things are yours." Maybe that does not apply to you, and perhaps it does. It is for you to determine. At any rate, you will make a good beginning to get all things needful for your comfort and happiness by developing self-confidence to a high degree. Then, nothing can stop you.

292. *Cautions Respecting Self-Confidence.* In all his search for confidence, the student will do well to bear in mind these two cautions.

1. Be willing to *take time.* In some men confidence grows rapidly, but in others it seems to mount up tediously grain by grain. Do not be discouraged if the change in you takes place slowly. Confidence is cumulative. Find enough of it to carry you through your first encounter, and that will add to the fund which you can draw on in the next. Be confident that you are going to attain confidence. *Expect success* in this endeavor, as well as in each of your sales, and keep trying. The outcome is certain. It is the law of life, and Nature does not disappoint us in the long run.

2. Be sure that you have *genuine* confidence and not *some kind of a counterfeit.* Do not confuse it with conceit or cocksureness. Confidence respects the prospect and hopes to do him a service. Conceit is an exaggerated notion of one's abilities. Conceit is vulgar and repulsive. Cocksureness is based on ignorance, it underestimates the ability of the prospect, and it expects to sell him whether it can do him a service or not. The latter qualities may get business once, but they seldom get it twice in the same place. They are more offensive to the ordinary prospect than fear, and, in the end, their effects upon a permanent success are the same.

Win confidence, by all means; but work as hard to avoid the counterfeit as you do to win the real.

293. *What You Can Do If You Think So.*— If you lack self-confidence, you needn't be ashamed to confess it, for there is not one salesman in ten who at the beginning of his career had as much as he desired of this precious quality. They doubted their own fitness; they doubted their mission; and always, before even the meekest prospect, they doubted whether they were going to sell.

Somehow, though, they learned to sell. They ceased to doubt. They developed self-confidence. So, you may feel perfectly certain that in yourself, also, this indispensable quality can be grown. But how? You can best answer that question by first

determining just what is the matter with you when you lack self-confidence; that lack is nothing more nor less than a form of fear. Now, fear invariably results from one of three causes, or from a combination of the three.

A. Ignorance of the real facts and conditions surrounding you.

B. Weakness, and conscious inability to cope with the facts and conditions.

C. Momentary emotional panic.

Examine any kind of fear you ever had, and you will find that it sprang from one or more of these causes. If you wish to overcome fear, therefore, and to acquire self-confidence, you can do it by removing these three causes. You now know how to do that; and, when it is done, you will experience the results set forth in the following paragraph.

Your bearing and your whole manner of presenting your proposition will be changed. The effect upon the prospect will be changed accordingly. Your rap on his door will be firm, your voice clear and steady. You will enter his room smiling and cheerful, with a brisk, unfaltering step. You will stand well poised on your feet. You will begin your speech where you meant to begin it, and you will intimate that you can talk all day if necessary—only, you are sure he will not make it necessary.

You *know* what you are doing every moment of the time; you also know why and how you are

doing it; and you look forward to a result scientifically calculated. Trusting yourself, you inspire the prospect with confidence. His mind subtly but surely inclines to your favor. The opinion you have of yourself, the same will he have of you. He will believe as you believe. He will believe in your physical and mental fitness and your moral integrity. He will believe in your goods and house. He will believe in your mission. He will believe in these things because *you* believe in them, and because they are true. He cannot, therefore, help himself.

This means that he will willingly follow you through every step of the sale from opening to close, and, unless some powerful contrary reason precludes, *he will buy your goods*. Confidence is thus the greatest advantage you can possibly gain. Confidence creates what it expects. Confidence is at once the hope and the cause of success. In view of the constant pleasure in your work which it insures, remember that confidence is not only the foundation of business, it is also the essential bedrock of success in salesmanship.

> **"Let us have faith that right makes might, and in that faith let us dare to do our duty as we understand it."—Lincoln.**

Questions for You to Answer

1. Why is confidence the stabilizing force in business?
2. Make a list of the things that would happen to the world if confidence should be wiped out of man's mind.
3. What is the exact place of confidence in the sales-process?
4. What two traits of character are calculated to nurture confidence in the buyer?
5. In what ways do the goods inspire confidence?
6. How does the reputation of the house bear on the question of confidence?
7. Name the five phases of confidence which may be aroused in the prospect.
8. Repeat the sentence giving the crux of selling.
9. Give the substance of Droke's letter.
10. Make his five "I believes" your morning affirmations.
11. Repeat from memory the four section titles in Chapter II, Part II.
12. What does honesty include?
13. What elements go to make up integrity?
14. Why is sincerity an essential quality in salesmanship?
15. Name the two cautions respecting self-confidence.
16. What are the three causes of fear?

Lesson 11

Part I
OBTAINING AN AUDIENCE

Part II
DESERVING A WELCOME

Part I: The Sales-Process

OBTAINING AN AUDIENCE

Chapter I

The Tactics of Selling

294. *The First Principle in Salesmanship.* Wilbur Hall in *The Saturday Evening Post,* cites the following incident in the life of a salesman.

"Wiley, the purchasing agent of Sunbeam Food Products, sat in his office talking to Rankin, a friend with another house, when in came a dignified gentleman immaculately dressed and with a self-confidence that amounted to divine complacency.

" 'I called to sell you that ditch-digging machine, Mr. Wiley,' he said, with calm assurance. 'You asked me for thirty days in which to think it over and your time is up today.'

"Rankin, listening from his corner, disliked this elegant being from the first; but before Purchasing Agent Wiley was through he had begun to feel rather sorry for him.

"Wiley opened up without drawing breath. He started with simple and guileless little inquiries about that ditch digger. Knapp, the salesman, floundered along on sheer nerve. Then the questions became more involved. Then they became complex, intricate, technical, searching. Shafting, horse power, yardage, capacity, fueling and lubricating details and costs, economy per day, speed

per yard, efficiency in varying soils, adjustments for depth and width of ditch—Wiley was insatiable. The queries came so fast, and assumed in the salesman a knowledge so thorough that in sixty seconds Knapp was stuttering, and in five minutes he was through. When he tried generalizations the purchasing agent backed him against the wall of specific facts; when he ducked or feinted or bluffed Wiley hammered through and broke down his defense. At the end of ten minutes Rankin, listening now with a good deal of pity for the unfortunate, decided that Knapp would have hesitated a long time before swearing to his own name.

"In the end he bowed himself out of the place, very haughty and with a very red face. The purchasing agent turned toward Rankin and said: 'I'm glad Knapp came in. He is one of the crack salesmen of that company, as they rate him, yet in my opinion he is at the bottom of the scale as a modern salesman.'

" 'But, good Lord, man!' Rankin exclaimed, 'you certainly didn't expect a mere salesman to answer all those technical questions, did you?'

" 'Why not?'

" 'Because no one but a first-class engineer could do more than guess at those details.'

" 'Is that so? Well, I'll tell you something Rankin, without boasting. With a very few exceptions, I could have answered every question I asked.'

" 'If you knew, why did you ask this bird?'

" 'Moral effect,' Wiley retorted promptly. 'The Saxon Machinery Company manufactures the best

line of heavy machinery that I know anything about. But this man, Knapp, is content to know that and to let his sales success depend on it. Some of his machines I am going to need one day; and when I do, I want to be able to ask him about them and get real answers to my questions. Mark my word—the next time he comes in here he will know what he is talking about or he won't come!' "

What is the lesson here? Simply this—that Knapp was *not* prepared. He was just like hundreds of other salesmen in that he depended on the reputation of his house, the ignorance of his prospect, and his "born" ability as a salesman, with bluff and a "front," to put his sales across. But he met one purchasing agent who knew more about his goods than he did himself, so he lost out.

Now, look back at your chart of the Mechanics of Salesmanship (Lesson 2, Section 41) and note that the first principle in salesmanship is "Judicious Approach." The three elements that enter into a judicious approach are:

Preparing for the interview,
Obtaining an audience,
Judging the prospect.

These, as well as *"holding attention,"* are the subjects of this lesson—and very important subjects they are, too. Knapp obtained an audience with his prospect easily; but he failed to land an order because he had failed in his preparation. He did not know his goods and he did not know Wiley, his prospect. It very frequently happens

that a sale is lost *before the interview* is begun; and, conversely, most sales are already won before the salesman and his prospect meet; they are won because of what is in the *mind* of the salesman.

295. *What Are Tactics?*—This is a military term, but it is the best word for us at this point. Its simplest definition is: "Any system of procedure." Effective salesmanship requires exactly that—*system* in going ahead. Tactics refers primarily to one's method of proceeding while in the presence of the prospect; but what a salesman does *in the presence* of the prospect is determined by the kind of preparation he has made, or the lack of it. Preparation, therefore, is more than half the battle.

Up to this point in the course you have been made acquainted with the field and scope of business, the factors, elements, tools, and conditions of selling, and everything else essential to the mental transaction between yourself and the prospect, calculated to produce favorable action on his part. Now, however, we shall proceed to *apply* what we have learned. But you must understand that the limited space of these lessons makes it possible to give only the barest suggestions in applying principles or rules; and that the applications given must, for the most part, apply to specialty selling, where a prospect is met for the first time. The tactics of selling, it is true, as a "system of procedure," are to be used with regular customers as well as with new prospects; for, if you are not

merely an order taker, you must, even with old customers, get attention fixed on *new* goods, arouse interest, create conviction, induce desire, and secure decision and action. This is sometimes just as difficult with an old customer as with a new prospect.

Let it be emphasized strongly here that your method of procedure, when you get into the presence of the prospect, should not be left to the spur of the moment; for the spur may be lacking, or it may be in the hands of the prospect himself—in which case you will get a jab that will send you out of the door like a balloon punctured by a pin. Knapp, you recall, went out that way after the spurs of Wiley had finished him. You may depend on inspiration or the spur of the moment, in giving your demonstration, so far as the exact method of applying your selling-talk is concerned; but your preparation to apply it, and what you are going to apply, must all be settled long before the interview. A good tactician gets all of his material together *before* he lines up for the contest. The first element in a judicious approach, then, is adequate preparation. You can't have too much of it; you may have too little—much to your sorrow and loss.

296. *The Retail Salesman's Preparation.*—A retail salesman should not be content to be only an order taker. The clerk (mentioned in a previous lesson) who did not know lawn mowers is an illustration of an all too prevalent type.

The retail salesman should know his goods just as thoroughly as the specialty man. He may not have to use his knowledge with the customer who comes in for the specific purpose of buying goods already chosen; but even such a prospective sale may be lost if the salesman cannot satisfy the mind of the prospect. A grocery salesman may not need to know very much about sugar, flour, tea, or vinegar in order merely to fill a customer's wants. A hardware salesman does not need to know the history of nails, screws, rolling pins, or putty; but he should know pocketknives, saws, planes, cutlery, and tools in general. Above all else he should know specialties as well as the jobber or manufacturer salesman who handles them.

Many retail storekeepers now insist that their clerks get information concerning the more prominent lines carried. Some of the department stores have classes of instruction for that purpose, and manufacturers furnish printed lessons for clerks who are to handle their goods. Some go as far as to send to the stores an instructor, who not only gives information *about* the goods, but also shows *how* to demonstrate them to the best advantage.

The forward-looking retail salesperson will become an authority on the goods handled; will make careful preparation to satisfy the inquiries of every customer, so as both to sell the goods *in the right way* and to retain customers by reason of the service rendered through the imparting of knowledge.

297. *Preparation for the Jobber Salesman.* Many jobber salesmen, as well as retail clerks, are prone to become order takers. They are content to have only a superficial knowledge of their goods, when a broader knowledge would render them capable of a far greater service to their customers. The jobber salesman should be a merchant *by instinct,* and he should prepare himself to give his customers suggestions that will help them sell goods in larger volume. Indeed, both manufacturers and jobbers of the modern type now spend time and money in helping the retailer to sell his goods—not merely to buy them. The retailer is most apt to buy your goods if you have a marketing plan carefully thought out for helping him sell them. The jobber salesman needs to know business practice and marketing methods. He should prepare himself by getting fairly complete information on the subjects outlined in Lesson 1, Part II. You cannot learn too much about business practice, for you may thereby be able to get and hold trade.

298. *Preparation for the Specialty Salesman.* All that has been urged hitherto concerning preparation applies with even stronger force to the specialty salesman. That preparation may be summarized as follows:

1. Study your goods; know all about them.
2. Chart the essential selling points so that they will come up automatically in your presentation.
3. Write out your selling-talk.

4. Select clean-cut, unanswerable arguments to contemplated objections.
5. Learn all you can about your prospect before seeing him—his needs, his business, his personality, his hobbies, his motives in life, and especially in business. Get all the information you can, and *take time* to get it if your proposition warrants the effort.
6. Supply yourself with the necessary means to get at your prospect most easily and happily. Follow the line of least resistance here, except in special cases.

Some of these points will be taken up later and discussed. They are all included within the Mechanics of Salesmanship. To disregard them is to invite failure somewhere along the line; and that failure may come at your very first step after meeting the prospect—that is, in getting and holding his attention.

Successful application of the tactics of selling is contingent upon adequate preparation.

Chapter II

Getting Through to the Customer

299. *Barriers That Hedge the Prospect.* You have now selected your prospect, and planned the attack upon him in a manner to justify a reasonable hope of victory. Your second step is to

gain an *audience* with him. Gaining an audience is the first really critical move in salesmanship. If you do not *force* your man to an interview, you cannot sell him; nor will you be likely to sell him unless you bring about the interview under certain specific conditions, favorable to yourself. The interview is what you are after; but the door is closed, and unless you can open it, everything that lies beyond will elude your grasp.

If you are selling to the retail trade it is not so difficult a matter to get at the proprietor or buyer. He is either in his little office, which is open to everyone, or else he is behind the counter, or somewhere around. You can get at him without having to pass through any difficult barriers. If it is the buyer in a department store that you must see, you will not have to fight your way in. Most of these buyers are department managers and may frequently be found in the department itself, sometimes behind the counter selling the goods. The "big" buyers—those, for example, in charge of women's ready-to-wear garments, hats, or underwear—may be found in their offices at stated hours. Every salesman representing a new house or with a new article will have little trouble in getting at the buyer who should see his goods. As a rule these buyers are hunting for something new, something different from what they already have. They are willing to give you a hearing. If they don't buy, that's another matter. It may be your fault or it may not be. It would be an unusual case for a proprietor or buyer in a retail establishment to refuse, absolutely, to see you.

That is the point here; you can *get at* this class of prospects, as they are not surrounded by or hedged in by barriers.

In other lines, too, you will find buyers who are out in the open; they put no fences around themselves. Purchasing agents, managers, even presidents of corporations frequently have their desks where anybody can get at them. They are accessible to all comers. This is true particularly in the smaller offices and plants.

There are, however, thousands of big business concerns with elaborate executive staffs and the man you want to see is somewhere out of sight. There are homes, too, in village and city, into which the salesman wants to go. The first obstacle a salesman encounters is the "door"—screen door, wooden door, office gate, or outer room guarded by a subordinate, as the case may be. Passing this obstacle is the first ordeal. The placing of one's bodily self in position to open the canvass is no small feat of salesmanship. It is one from which the beginner shrinks in dread; which the old-timer, with all his finesse, cannot always be sure of carrying through.

300. *Getting to the Housewife.*—Thousands of articles are sold by agents directly to the women in the home. Some of these representatives are really agents, though all are salesmen; and they fill a necessary place in marketing. Jewelry, wearing apparel, notions, kitchen ware, insurance, pictures, pianos, sewing machines, household articles, and many other specialties are sold directly to

both men and women in their homes. The problem of getting into the house, so as to demonstrate the goods, has been met successfully, and can always be met by the man who *thinks* out the way.

In canvassing country homes, this ordeal is at its lightest. The housewife almost invariably brightens at the sight of a stranger and, with the flimsiest kind of reference from one of the neighbors, will admit you to the house. The farmer, too, can usually be found out of doors, so that a salesman has to cross no physical barrier in reaching him; nor is his work often so rushing or his interest in strangers and strange things so dull but that he will pause in his plowing or reaping to hear you state your business.

Not all doors swing open with equal ease, however. The city housewife believes she can buy anything she wants at the near-by store or market. In summer, particularly, the locked screen forms a most baffling defense; it enables the prospect to see you and to demand a view of your wares without allowing you a position in which you can advantageously show them, or in which you can gracefully put forth your selling-talk.

One *must* pass the door and stand face to face with the prospect, in the majority of cases, before he can hope to sell. And yet there is no rule for performing the feat. A good personal reference is perhaps the surest charm, and should, of course, be obtained in advance wherever possible. The deciding factor in most cases is one's appearance and the *expectation* of going in. When you knock, step back a little, and hold yourself poised as if

you had paused half way in your step and were waiting on tiptoe for the door to open—and if this attitude is not a mere trick of acting, but an expression of firm belief, which shines also in the face and sounds in the voice—then the door almost certainly *will open*. You powerfully *suggest* going in, and the guardian of the door responsively, without thinking, lets you in. Reaching your hand toward the knob will heighten the suggestion. Beyond this, there is no recourse but to state the nature of your mission in a few confident, suggestive words—*suggestive*—remember that. You do not want to *sell* the prospect something; you want to *show* him something which has a capacity for yielding him a very real and agreeable service. No one in his senses can refuse to look at an object like that.

301. *Getting to the Man through His Guards.* A more difficult situation arises where the prospect occupies an inner office, and is ringed round with guards in the shape of clerks, secretaries, and stenographers. These subordinates often have strict orders to admit no one, unless his business is of the first importance. It then becomes the salesman's task to convince the subordinate that his business is so weighty and urgent that the prohibition can be safely set aside.

Again, no invariable rule is known. Sometimes it is dangerous to present your canvass in full to the subordinate, because he, being a harder nut to crack than the employer, would say "No" where the employer might say "Yes." There are other

cases, however, where the subordinate exercises a strong influence with the employer; then to gain admission through him, or to insure his intercession in your behalf would carry you far along toward a sale. Your conduct in such a situation should usually be determined beforehand by your knowledge of the business and the relation of employer and employe.

Where you know that the employe has authority, it is well to give him enough of your selling-talk at least to set him wondering. When you know or suspect that he has no authority, the safer and more expeditious course is to use your personality and your sense of your own importance to pass him. Assume that you are going in. Do not try the insolent, brow-beating game, but put on an air of expectation, implying that such a thing as refusal is inconceivable and suggesting a loss to the employer and his consequent displeasure if you are not admitted. This will usually have the desired effect unless the prospect is, for a fact, so intensely occupied that one dare not interrupt him.

There is one rule of universal application, at any rate, namely: that you should *not antagonize* subordinates. Their influence with the chief may be greater than you suspect. Nor do you know that, when you reach this point on your next trip, you will not find the subordinate moved to the inner office, and running the business. If you insult a man as clerk or secretary, his turn-down for you when he becomes employer will be sudden and final.

Should the subordinate refuse to admit you, or

should the prospect himself not give you his attention within a reasonable time, it is usually advisable to withdraw. You have other prospects ahead, and you might sell to half a dozen of them while you are twiddling your thumbs and waiting there. But by all means, withdraw gracefully, and undefeated. Do not slough off your mien of importance because they have failed to recognize it. Put them in the wrong. Leave the impression that they have delayed *your* business, which you must now carry to people who will be wise enough to appreciate it. Speak of another engagement, and hurry away. You will thus plant a doubt in their minds as to whether they have not, after all, hurt their own interests by ignoring you. They may call you back before you reach the street; and at all events, on your next coming they will be much more disposed to lower the bars.

In some cases—where, for instance, you are constantly traveling onward—you cannot afford time to return to such a prospect. In other cases the return would not be inconvenient; then it is best, before leaving, to ask for an appointment. Some men who are actually so pressed with business as to be unable to spare you a minute today, may gladly reserve a half hour for you tomorrow.

302. *The Value of an Introduction to a Prospect.*—When you have sold your goods to a man and find that he is acquainted with another who is also a prospect, it is sometimes advantageous to ask his permission to mention his name to the prospect. The buyer in such a case will usually

say: "Sure, tell him I sent you." Then you can say to Miss Stenographer: "Tell Mr. Blank that his friend Mr. K. suggested that I drop in to see him for a moment." That usually gets you the interview. Letters of introduction may be used. They have their good and bad effects. It depends on how well acquainted the men are, and what you have to sell. Many salesmen prefer to get at the prospect without help from anybody; for, as one man puts it: "Letters of introduction do get you a chance to *see* the man; that is true. They *open his door* to you, but sometimes they *close his mind;* and that is bad. A man who opens his own door is more likely to throw open his mind also to the salesman. No one of us likes to be pulled around by the nose. And that is just the trouble with lots of letters of introduction and with the indirect form of approach in general. It is as if you walked in to see a man, and said to him: 'My proposition is a little weak. I am afraid it won't bowl you over, so I brought along this brick, in the shape of a letter of introduction from an influential friend of yours. With its help I expect to knock you off your feet.' "

Use letters of introduction when they are genuinely sincere, and use any other form of introduction you can get from friend to friend. Use the telephone, too, to get at the prospect even when he has refused to let you in.

Your own personality will have great weight with the guards at the door of a man's office. There is always a way to get at him even though you have to wait months to find that best way.

The length of time you wait and the measures you take will all be gauged by the importance and value of the goods or proposition.

Chapter III

Anchoring the Prospect for an Interview

303. *When the Prospect Comes Out, What Next?*—Your purpose in calling on the prospect is to sell him your goods. You must, therefore, obtain an audience with him sufficiently long to arouse his interest in the goods as well as desire for them; and, more than that, to secure favorable decision and action. If you can't get an audience long enough to accomplish this desired result, you simply lose the very thing you are after. So, what you must do—positively *must,* for it is up to you alone to do it—is to *anchor* the man for an interview.

Suppose, now, after your name has gone in to him, he comes out to the gate, or comes to the little window in the panel separating you from the inner office. In either case there is a distinct "wall" of separation and you cannot, or rather should not, attempt to demonstrate your goods there. *You must get on the other side of that gate or window,* if your proposition requires demonstration and more than five minutes' time. In any case, your chances for favorable action will be very slim if you attempt to shoot your selling-talk across the gate or through the window. Romeo made love to Juliet when she was on a balcony,

but he did not *stay* on the ground any longer than he could help. He climbed to the balcony. So you must get yourself into the office of the prospect.

Be sure that you know his *name* and his title or position before you speak to him. An error here is unpardonable. Some men are jealous of their name and position. Smyth does not like to be called Smith, nor does Malloy want to be addressed as Miller. Get his name right and pronounce it distinctly as though you had known it all your life. Whether or not you should tell him *your* name and the name of your house depends on what you are selling. If the house is well known, through national advertising, perhaps, it would probably be wise to say: "Mr. Miller?" If he answers in the affirmative, continue: "I'm glad to meet you, Mr. Miller. I am with Sherwin-Williams Company. May I come in?" As you say that, *start* to go in. If you have been waiting at the gate you should have found the combination to the catch and have opened it. As you say, "May I come in?" incline your head as you look him in the eye and start to open the gate. It will be the unusual man who will not acquiesce in your request and start with you toward his office.

But suppose you are representing an unknown house, then it is probably best not to mention the name of the house nor is it even necessary to mention your own name. These will come out later. The name of your house would mean nothing to the prospect, while the goods or what they can do for him would mean much. Recall the example of

the adding machine salesmen given in a previous lesson. This is what he would have said, after asking if it was Miller he was addressing: "Mr. Miller, if I could save you a thousand dollars a year without cost to your company, it would interest you, would it not?" If his reply was: "No, it would not," you would be justified in thinking that he was crazy. But he might say that just to see what your next move would be. You could say, "Good day," and turn your back on him; but the better way would be to ask another question—something like this, perhaps: "I guess you misunderstood me, Mr. Miller, or else, I didn't make myself clear. You are always ready to make money for your company, by saving money, when possible. Am I right?" There is only one answer a sane man can give to that. You can now repeat your first question with a slight variation: "Then, suppose I could show you a way to save an even thousand dollars in a year, above the cost of effecting the saving, it would be worth saving, would it not?" He will answer: "Yes." Now, go ahead with, "May I come in?"

If you are at the window, as you finish the "May I come in?" say: "Is this the door?" and start toward it. If there is no window nor gate, not many men will stop you as you start toward the inner office. If he pleads that he is very busy and asks you to tell him about it right there, simply say: "This is a matter of such money value to you, Mr. Miller, that I prefer to come some time when you can give it full consideration. I am sure you will agree with me on that. Let's see."

Pull out your vest-pocket date book, look at a page, and continue: "I could come in tomorrow at 9.30, will that be all right?" If he says "Yes," write it in your book as he looks on, and thank him, assuring him that you will be *on time* and further assuring him that he will be *greatly interested* in your story—suggestion, you see.

There is a reason for pulling out your date book and fixing the time yourself. It gives him the impression that you are *systematic and busy*. It also commits him to a *definite time*. If you ask *him* to fix the time he will probably say, "Oh, drop in almost any time within a day or two, or next week." You don't want that.

Asking a question is one of the very best possible ways of getting an audience. You have the man guessing; his curiosity is aroused.

304. *When You Are Invited in to the Prospect, What Then?*—Proceed exactly as you did with the man at the gate; only, instead of saying, "May I come in?" say: "May I sit down?" If he pleads that he is too busy, make a date with him.

In approaching the prospect in his office or home, you have gained the coveted audience. You are now in the presence of the buyer, under the critical searchlight of his eye; and every move you make should press him toward an early and favorable decision. Especially at this time must you begin the process of melting away his reserve and distrust and subtly but surely generating in him a feeling of *confidence* in you and your mission.

Your means of doing this is to manifest in all your acts a complete confidence in yourself. Let your walk be neither too fast nor too slow; let it, above all, not be wavering and uncertain. Advance steadily and deliberately, conveying at once an idea of limited time and of weighty business. Keep your carriage erect, but natural, so as to give no impression of stiffness, constraint, or stage fright. As you speak the prospect's name, extend your hand for a handshake. That is—*under conditions*. Most country people are ever ready for an honest, downright grip; city dwellers generally are less so, and some of them would take offense at the familiarity of a proffered hand and return you a cold stare. There is no way of deciding what to do except by what you see as you approach, and by the way you feel. If you *feel* that the man's arm is on a spring, waiting to swing out, then out with yours. Don't let *him* be embarrassed by the appearance of over-forwardness. And when you *do* shake hands, do it with firmness and fervor, impressing him equally with your confidence in yourself and your good will toward him. A man with a brotherly grip can, in ten seconds, place himself on a footing of intimacy which another man could not reach in an hour.

305. *Strike the Human Motive First.*—Why are you calling on Mr. Prospect? To *sell* him your goods, of course; but don't tell him that. Your business is to sell the man goods; but do not look at the matter that way—as you value your life. Don't say, "Mr. Prospect, I want to sell you

a piano." That is just what Mr. Prospect suspects. And that kind of business is the last thing in the world to engender confidence in your favor. No, you must view this situation from Mr. Prospect's side of the fence. He is saying to himself, "I wonder who this guy is, and why he wants to waste my time. He thinks he'll get something out of me, of course; but he's got another guess coming." Ninety-nine times out of a hundred, that is his attitude. He doesn't *want* you to sell him a piano, he *won't let* you sell him a piano—never. You must offer to do something that he *does* want.

You know the universal human motives. Furthermore, if your inquiries in planning the attack were thorough, you know which ones are the most prominent in this man, and you know some of the peculiar needs which are at this moment inspiring those motives. You believe also that your goods can fill those needs, and do him a service. *Then say so;* for that is exactly what he does want.

He doesn't want you to sell him a piano, but he does want a piano in the house to *please his wife and daughter or to keep up with the neighbors;* and he would like to have a good one at a low price, before he commits the mistake of buying a poor one at a high price. Tell him you have a service ready to deliver and he cannot refuse to listen to you. You touch his nerve of *self-interest.* At the worst, he can only say to himself, "Well, the fellow hasn't anything that can help me, but he certainly seems to think he has. I wonder what it is."

When you reach this point, you may know that you have made a successful approach; that you have properly gained an audience—and you may well be pleased with the chances ahead.

Chapter IV

Ways and Means of Compelling Attention

306. *The Fourth Element in Selling.*—The second principle in your chart of salesmanship is "Complete Demonstration," and the first step of a demonstration is to get and hold *attention;* it is the fourth element in the Mechanics of Salesmanship.

You have worked your way into the presence of the prospect, let us say, and, so far as appearances and first words can do it, you have favorably impressed him with *yourself.* Your next step is to gain his *attention;* and this means gaining his attention not for *yourself* but for your *goods* or proposition. Up to this point, you have striven to project your own personality into the man's consciousness, to please him and arouse in him a feeling of confidence. But now the time has come for your personality to retire to the background, to hide itself behind the goods, and *push* them to the fore.

There are times which justify the center of the stage for yourself; but they are few and far between. It is all very well to charm the prospect with your personality, but that is not enough—unless, indeed, you are at once the salesman and

the goods, unless you are *selling yourself.* Ordinarily, you are not for sale; but your goods are, and you must obliterate your personality or, rather, use your personality to illuminate the goods, just as the spotlight illuminates a figure on the stage. Pour yourself into your goods. Let the prospect see them infused, magnified, illuminated by you; but do not let him see you. Put forward your goods or proposition with all the force at your command, with all the power of your personality, but center the man's attention upon the goods.

You saw in an earlier lesson that without *attention* all other mental processes were impossible. Hence the sale, being an act which occurs in the mind of the customer, cannot begin until his attention has been secured. Unless you do secure it, you might recite the whole of your selling-talk while he is thinking steadily about his dinner, or the fishing trip he will enjoy next week; and at the end you would not have introduced a single pertinent idea into his head. You would remain exactly where you started.

The student should distinguish between the kind of attention that is used in developing mental habits and the kind referred to here. Attention there was voluntary; the person wishing to bring an object into the center of his consciousness, made a purposive, willful effort to do so. In this instance, the person who is to give attention—the prospect—should make no effort. The salesman is the one who does the work. He must take the responsibility for luring or wrenching the pros-

pect's attention away from other things that absorb it, and for forcing it to dwell upon the goods offered for sale.

The prospect's attention must be at first *involuntary,* and later become *spontaneous.* If at any time it becomes *voluntary,* that is maintained by effort and force of will, the salesman may know that he is failing in his sale. The meaning of these terms will become clearer as we go along.

307. *Attention through Appeal to Curiosity.* One of our primitive instincts is curiosity. Even wild animals display it, so that hunters take advantage of the instinct in killing or capturing them. Very few men can resist the temptation to look at something unusual. Many store windows are decorated with this in mind. The trained salesman, too, makes utmost use of this frailty of human nature by presenting his goods or sample in the most curiosity-provoking way.

Few people ever become so absorbed but that an object presented suddenly to the sense of sight or hearing will penetrate to their consciousness. The eyes see concrete, material objects whether a man wants them to or not and the ears take cognizance of sounds. This cognizance is especially clear if the sight or sound occurs where it is unexpected and unhabitual. While you might pass a typewriter store every day without seeing the machines in the window, if one of them made its appearance on your desk, you would see it very vividly.

This principle should be applied early in your sale. If you have articles that can be exhibited, exhibit them. Do not ask a woman whether she wants to buy dress goods, but put a piece of dress goods before her. If the object is some kind of mechanism, start it going. A clock in a jewelry store is twice as attractive if it can be heard ticking and the pendulum can be seen swinging. A new type of car is more conspicuous running up and down the street than it is sitting motionless in a window. A wholesale salesman selling writing pads used to shake one violently in his hand, ostensibly to exhibit the strength of the back, but really to gain attention. A man selling dry goods carries a long, many paged folder of samples, which, when released, runs out with a *zip*. Another excellent rule, when you are handling a varied line, is to push your "leader"—the newest or most striking article—in advance of the others. This is no time for modesty. Exhibit your best.

A Heinz salesman—one of the "57 varieties"—walked into a retail grocery store, said "Good morning" to the proprietor behind the counter, and opened his sample case. He picked out something wrapped in a heavy cloth and unrolled it carefully—disclosing a very attractive pad of velvet, inclosing a sample bottle. He placed the velvet pad in a clear spot on the counter and set the bottle in the center of it. He then stood off admiringly and said to the grocer: "Isn't that a beauty? See how those bottles will look on your shelves. You know how rapidly they

will fairly sell themselves to your customers."

That little stunt got attention. The *care* displayed in putting the sample on the rich velvet pad, as well as the pad itself, gave the goods a setting and atmosphere impossible on the bare counter.

A writer in *System* relates the following incident: "A salesman, traveling for an absolutely new line, without advertising to back him up or to introduce his goods, usually has considerable difficulty in getting a hearing from a buyer. But one traveling man recently put over a selling stunt that resulted in getting the attention of buyer, store owner, public, and clerks all in one; and what is more important, it got orders.

"After vainly trying to interest buyers in his new line—a small toy in an unusually attractive box—he hit upon an idea. He took a few samples of the little toy and, going about from store to store, left one on the counter among the other articles of this general type that were displayed for sale. He then waited near one of the counters to see what would happen.

"He got results almost immediately. A customer approached and seeing the little box—because of its distinctive color and design it stood out from the rest of the articles—picked it up and priced it. The salesgirl, of course, had never seen it before, and knew the store didn't carry such an article. She called the manager, then the buyer, then the owner; but none of them knew anything about it.

"Thus in a few moments, owner, customer, buyer, manager, and clerk were visibly impressed with the name, make, and looks of the little article. And when the next day the salesman walked into the buyer's office and laid a sample of the toy on his desk, there was a glimmer of interest in the executive's eye. That meant orders. And orders there were; for every toy buyer in every store in every town he visited was interested in the strange little box that had suddenly appeared on the toy counter; and they nearly all wanted to buy.

"This method could no doubt be used successfully with almost any small package line of goods."

Examples by the score could be cited showing how unique methods to get and hold attention have been thought out by salesmen. Any goods which can be exhibited at all, have in themselves an attention-getting point. You will find it if you hunt for it. Whenever your goods afford an appeal to any one of the five senses, utilize that appeal to the utmost and, like the Heinz salesman, give a new *setting,* if nothing more, to the goods.

308. *Attention through Appealing Speech.* If your article cannot be *exhibited,* you will have to secure attention wholly by means of speech. Even when you do exhibit, the act must be accompanied or shortly followed by speech. In some instances, of course, speech comes first, as an introduction—perhaps as a request for permission to exhibit. In any case, the nature of your

speech is determined by the principle already illustrated in exhibiting an article. You must say something extremely pleasing or startling, something that, however deep the man's absorption, will rouse him from it. But how can such a remark be chosen?

You can answer this question by considering for a moment the art of the newspaper headline. The headline writer selects the central idea, or the newest, most striking idea out of his whole story, and condenses it into two or three lines. These lines, emphasized in heavy type, represent the heart of the whole matter in such a stirring way that one cannot help but read them; and the attention thus gained is easily held for the rest of the story. That is precisely the rule a salesman must follow. Say the pithiest, strongest thing you can about your goods. This will secure attention—if it can be secured for those goods. And remember, if you use a weak or dull "headline," you may never reach the main part of your story at all.

Take another analogy from the headline writer. He chooses his introductory idea and words not alone for their absolute importance, but for their *appeal to human instincts*. So the salesman must address himself to the *heart* of the prospect's motives.

You already know the five primary motives which make men buy. It cannot be said too frequently that you will get attention and hold it if

your opening statement or question makes an appeal to one of those buying motives—the *one* motive in your prospect which is fundamental with him. Bear in mind, always, that your goods are to *serve* him; that you are not to suggest in any way that you want to *sell* him something. On the other hand, give the strong suggestion or direct statement that your goods will serve him in the way that *he wants service.*

Theron Q. Dumont, in his very helpful volume, "Successful Salesmanship," says this:

"The majority of inexperienced salesmen—and too many experienced ones for that matter—start with the suggestion that they have come to *sell* the prospect something. Which is the same as saying that you have come to make the prospect *do something for you.* You thus place yourself in the position of a man asking a favor of the prospect, and men do not like to give away things, even favors, that may cost them something. But by presenting the other end of the stick, you suggest that you have come to call his attention to something that will *help* him in his business, *save him money,* or from which he can *make money* or derive *personal pleasure.* That is the kind of suggestion you must try to inject into the mind of the prospect right from the start. In the measure that you can do this, so will be the measure of your hold upon his attention and the awakening of interest in his mind."

A great salesman once said to a beginner: "If you can manage to say to the prospect, '*This will*

save you money!' seven times in your introductory talk, in such a way that he will get the meaning of the words, you will have made a great stride in the direction of making a sale."

What you say to your man does just one of two things; it either *gets* his attention or does *not* get it. There is no half-way ground here.

309. *Don't Play Tricks on the Prospect.* While it is permissible to use methods somewhat violent to attract a prospect's attention to your goods, it is not permissible and it certainly is not politic, to resort to *tricks*. Do not seek his attention under false pretenses. Do not tell him you represent "the most important organization in the world" when you are only taking subscriptions for a magazine. Do not pretend that your proposition is *educational* unless it really will benefit him or his children in an educative way. The person who gives his attention and then finds he has been deceived, will, most certainly, balk at the next step of the sale—that of interest. Each step has the single purpose of leading to the next. Do not prejudice a man against *giving* you his interest by an attempt to *steal* his attention.

Let your statement be strong and, if you please, let it be startling; but, above all, let it be *true*. Some newspapers print large, flashing headlines, which promise momentous news; but a glance at the reading matter below discovers that there really is no news. Such papers we soon cease to buy.

Be sure, also, that your statement is connected closely—without anti-climax or disappointment—with the statements that immediately follow. The attention you secure must be pertinent to the main issue—your goods and their selling features—not to some object totally foreign. You occasionally see an advertisement headed with most attractive pictures and words which have no relation to the real subject matter below. Do not fall into this error. Such openings gain you nothing. They do not center attention where you want it; and they may, if very clever, continue to run in the mind of the prospect and divert it long afterward, when you are making the most valiant efforts to hold it upon your goods.

A similar caution is due in exhibiting. Do not act like a sleight-of-hand artist, producing your samples from under your coat. The act has a flavor of deception. The attention it attracts is mainly to yourself—and unfavorable attention at that. The "stunts" and juggling tricks that some salesmen indulge in have a similar effect. One man, selling canned vegetables, used to approach the grocer by asking him for a match. When the match was given, he lighted it on his ear, thrust it, still burning, first into his pocket, then up his cuff, then into his mouth. The grocer was astonished at the man's cleverness, but his attention did not center on canned peas. The salesman had obtruded his own personality ahead of his goods, instead of putting it behind the goods and making it push. He could always draw a prospect's at-

tention away from the work he was doing, but he drew it only to himself and his tricks, and for a capable man his sales were surprisingly small.

Thus far, you have, by speech and exhibition, overpowered the man's consciousness, and secured his involuntary attention. This stage will probably last only a few seconds. Either the man will be insufficiently attracted, and, dismissing you, will turn his attention back to its former subject; or he will be so much attracted that his attention will forget its sudden separation from the other subject, and begin to dwell, without any tendency to pull away, on the new one.

This is *spontaneous,* or *non-voluntary attention.* It marks the beginning of the next step, interest, and, if the salesman is equal to his vocation, should continue throughout the course of the sale.

Part II: The Salesman

DESERVING A WELCOME

Chapter I

It's Your Fault If You Don't Get Attention

310. *The Attention-Getting Value of Appearance.*—In preparing yourself for a "judicious approach" you are not to confine yourself to knowing the goods and getting all possible information about the prospect. You are to prepare *yourself* mentally and physically and sartorially. Your own mental attitude, in attempting to obtain an audience with a man and after you get into his presence, is a deciding factor in obtaining the audience and in holding attention.

Fear is the negative trait which keeps many a door closed against you. The man who permits the panic or fear to dominate when he approaches a prospect, automatically bars the way to securing an audience. The very best thing for you to do when fear begins to arise is to remember that the prospect is *only a man.* This has already been emphasized in another lesson, but here is the place to remind you of its importance. There is no reason in the world why you should be afraid to seek audience with the biggest man on earth. His position—important though it may be—does not take him out of the human class. In fact, really big men are most human and sympathetic.

The mentally big man is far more approachable than the man of small mind, in a minor position. The thing that awes us in approaching a very high executive is his surroundings—the fine furnishings, the men and women who cringe at his approach, the guards thrown around him. Put the man in a dingy office, in a small plant, and without mahogany surroundings and you would not fear him. Fear is a black little devil of your own making. It is an illusion, a deception, a superstition. You can kill it, or rather dissipate it, by simply reminding yourself that you also are a man, equal to the prospect in physical equipment, and superior to him in knowledge of *your* goods.

Now then, give attention to your personal appearance, for thereby hinges, in a great measure, your likelihood of getting an audience. Even the stenographer is impressed by your appearance. Appearance is not personality, and it is undeniably true, as the old adage says, that you can't "always judge a man by appearances." But the fact remains that, in business, men are judged precisely in that way—by the show they make of being well dressed, clean, and of good habits.

It is futile to argue the matter and say that buyers and employers should use more insight and discrimination; we must accept the fact as it is. In gaining an audience, if nowhere else, your appearance usually either makes or condemns you—and the reason is this. If you look well cared for, it is assumed that you have the *means* requisite for

that care. It follows, in the absence of other evidence, that you have been a good worker, or have been handling a good proposition which people have seen fit to buy—in short that you have prospered and have *deserved* to prosper. This suggests to a prospect the wisdom of granting you an audience and of inspecting your goods for himself before he lets you depart. You *look* to be worth while, therefore he stands a chance of furthering his own interests by bargaining with you.

That is the whole philosophy of appearances. A prospect may seldom clearly reason it out, but he is influenced by it, just the same. Like it or not, we have to accept it as a fundamental law of business.

311. *Self-Esteem Makes Sure of a Welcome.* If you have genuine self-esteem—which is not, by the way, the same thing as conceit or egotism—you will eliminate all of the offenses which a discriminating prospect might be inclined to see in your appearance. Having chosen an inconspicuous and pleasing *style,* give careful attention to the *condition* of your clothes; and especially to the collar, tie, cuffs, and shoes. These are the focal points upon which your customer's eye is sure to rest at some time during even the briefest interview. A soiled collar and a threadbare tie are noticed instantly. Frayed or greasy cuffs will show when you begin to exhibit your samples. Dusty, worn, or run-over shoes, and frayed trouser legs, if not observed during your approach, will certainly be when you sit down. Baggy knees

and pockets bulging out of shape with quantities of papers are almost as conspicuous. All these imperfections are as certain to be noticed as an electric light in a dark room; and no amount of honesty, enthusiasm, and the other virtues, will ever wholly atone for them. Keep shined, keep pressed, keep brushed, keep fresh and clean—in one word, keep neat.

Cleanliness is a delicate subject, but it must be emphasized as absolutely necessary for the salesman who deserves a welcome into the presence of a prospect. There is no excuse for not keeping the body clean and wholesome, even though you can't get into a bathtub daily. Buyers may, occasionally, overlook the tattered shirt, but never uncleanliness in the wearer. We express ourselves first of all in our bodies. The outer condition of the body is accepted as the symbol of the inner. If it is unlovely or repulsive, through sheer neglect, we conclude that the mind corresponds with it. High ideals and strong, clean, wholesome lives and work are incompatible with low standards of personal cleanliness. This is the view business takes and it is a just one.

By the same token, keep the finger nails clean, for they are the most conspicuous part of the hand. Dirty hands and nails do not add to the effectiveness of your demonstration. The daily shave, too, has become axiomatic in business. It needs only passing mention here; for you already, let us hope, recognize its necessity. Akin to it, is

the need for clean teeth and wholesome breath. Nothing is more repulsive to the man, close to whose face you are talking, than unclean teeth and foul breath. A man might have every mental and spiritual qualification mentioned in this course and yet, having bad teeth and disagreeable breath, run pretty close to the line of failure. Your self-esteem should be so large that you will pay close attention to your person in every minute particular. If you don't, you do not deserve a welcome into the presence of a self-respecting prospect.

Chapter II

Manner and Manners in the Approach

312. *Manners Are a Mark of the Man.*—A salesman need not aspire to be a Chesterfield in correctness and grace, and yet the manners of a gentleman he should and must have. You will do business constantly with men and women of good breeding. You will sometimes lunch or dine with them and, sooner or later, you will encounter them on social occasions of a formal character. At such times a knowledge of the polite forms used in introductions, at table, at parties, and so on, will be necessary not merely to make a good impression, but to keep you from giving offense.

While you are schooling yourself in confidence and self-assertiveness, remember that even a good thing can be carried too far. No type of salesman is more offensive than the blustering, intrusive

bore. He may secure an order on the first visit, but he usually commits some serious blunder in doing so, and will scarcely ever secure a second. Rudeness has no part in salesmanship. Whatever sales it succeeds in making, it loses the respect and liking of the customer; and to a true salesman, a trade consummated in that way is practically a dead loss.

Be polite and courteous, and by these qualities temper the more rugged ones of force, confidence, assertiveness, and so on. "A drop of honey catches more flies than a gallon of gall." Politeness is easy enough to cultivate, when one understands what it is. It does not consist in doffing the hat or in saying "Please," or "Excuse me." Those are only the outward signs; for true politeness originates in an attitude of mind. It may be defined essentially as that form of conduct which expresses one's respect for the personality and for the natural feelings of others.

Learn, therefore, to sympathize with the other fellow. He is sensitive, even as you are. Try to discover his best self—no matter what phase of himself he may happen to be manifesting at the given moment—and speak to that. Do unto others as if you were the others. Their gratefulness will repay you many times, both in the way of social regard and commercial profit.

Thus, you see, "manners" really have their basis deep down in the fundamentals of character.

Of course, being a man with kindly social inclinations, you can *feel* polite and courteous without knowing any of the forms in general use, and those feelings will sometimes dictate the appropriate thing for you to do; but not often. The formulæ are too elaborate, too intricate. If you want to make your kindly feelings commonly understood, you must learn the common language. If you are consciously ignorant of the rules of etiquette, do not be shortsighted and stupid enough to remain so. Some day a difficult social situation will overtake you, and you will act like a "cow in a garden," or a bull in a china shop. Obtain from the library a late book on the subject, and study up.

313. *The Salesman's Manner in Approach.* Your *manner* throughout the sale should be friendly, business-like, easy, poised. Do not walk in looking as though you would like to be going the other way, and were about to start. Do not stand awkwardly on one foot, or cram your hands into your pockets, or twirl your fingers, or paw your hair. Any such nervous or awkward mannerism draws attention away from your goods and centers it upon yourself.

School yourself not to seem surprised or "rattled" whatever the prospect may say. Once he sees you thus temporarily beaten, he will decide not to buy, before you have time to recover. For similar reasons avoid the appearance of working hard, conceal the signs of strain and anxiety.

Your position when addressing the prospect can markedly weaken or enhance the effect of what

you are saying and doing. Take precautions, at the opening of the audience, to work yourself into a position from which you can dominate the interview most easily, in accord with the following suggestions:

A. Nearness. It is usually desirable to be in close proximity to the prospect. You cannot talk to a woman through a screen door, to a man half way across a room, or to somebody sitting half hidden on the opposite side of a desk. Never begin your canvass, unless absolutely forced to, until you are close enough to touch the prospect, and with no obstacles between.

At the same time, beware of offending a man by too great a presumption of intimacy. Though near enough to touch him, refrain from doing it. One buyer speaks the mind of all in saying: "I have had a salesman work me up to the very point of closing, and then lay a hand on my arm or shoulder in such an unctiously confidential manner that I immediately dismissed him with a 'No!'" Be careful also about talking into a man's face so close that he can feel your breath.

B. Standing or Sitting. When the prospect is sitting, move your chair up and sit beside him if possible. You can then spread your goods or papers on the desk, and go over the proposition with him in an intimate and friendly manner; but be careful not to disarrange the things on his desk and do not use his writing paper without asking permission. When the prospect is on his feet, the salesman obviously must stand, for otherwise

he holds a relatively weak and inferior position.

C. LIGHT. If the light shines unevenly through the room, maneuver yourself into a position where it will fall upon the prospect's face rather than on your own. This enables you to observe his expression closely, and prevents his seeing too much of yours.

D. LOOKING HIM IN THE EYE. Some salesmen always lay down as their choicest piece of advice, "Look your customer straight in the eye." While this is correct in principle, beginners generally, if they accept it at all, carry it too far. In fact, there should never be any conscious effort to keep the eyes focused upon those of the one to whom you are speaking.

It is an actual pleasure to look into some eyes and study their depths; in such instances the pleasure is usually mutual. It is most disagreeable to force yourself to meet the constant stare of a man who prides himself upon being able—because he is an honest man—to look everyone he meets in the eye. You have heard of him probably, and met him as well, interpreting his stare as impertinent instead of *as a proof of honesty*.

"Honesty!" cries one expert salesman. "Why, I have had more than one slick fellow look me straight in the eye while he talked and lied me out of my hard-earned dollars, without any intention of ever returning them or an equivalent. Many strictly honest men avoid looking straight at you; they are too well-bred, or else too timid, but not to be condemned as wanting in integrity.

There is nothing in that old fallacy, taught in our youth, that 'Every honest man will look you straight in the eye,' while none of the dishonest can; I know differently."

Good breeding or a kindly feeling, nourished toward the one with whom you are talking, will surely prompt one's eyes to keep their proper place.

Never, then, stare your customer out of countenance, making him uncomfortable and resentful, a condition you must avoid imposing upon the one whom you hope to make a purchaser. On the other hand, do not shun the eye of your customer. If he seeks to look you out of countenance return the gaze. You can do this so long as you do not permit yourself to become irritated—be pleasant and jolly, and you can keep it up as long as he can.

Chapter III

Keys That Open Doors to an Interview

314. *Self-Assertiveness Is the Key for the Timid.*—Many people, otherwise talented, fail in life for lack of self-assertiveness. They are too retiring. They do not like to "butt in." They are like Miles Standish, who feared to speak for himself and sent another—and that other one married the girl.

The timid salesman seldom makes headway in gaining an audience with difficult customers. As soon as he sees the "busy" sign, or a look of displeasure, he retreats. He is too tenderly conscientious about infringing upon the other person's

rights. He may even have confidence, of a sort, but what he needs is *confidence in action;* and that is self-assertiveness.

A man should assure himself that there is not necessarily anything uncultivated or ungentlemanly about self-assertiveness—it is the rule of the game. A time may come when men in competitive business can all stand back and do the Alphonse and Gaston act, but the time is certainly not yet. The world recognizes that life is not a tea party; it is a race; and the world respects those who conform to the rules of the race.

You should also tell yourself that you have *rights* of your own, as well as the man whom you are trying to interview. Your time is as valuable to you as his is to him. It is his function to protect his rights and economize his time, but it is equally your function to protect and economize yours. So when you back out unheard you do not really compliment the other man. You deny for yourself the very principles he is so careful about observing for himself. Make yourself heard, and the more important a man is, the more he will respect you for your sense of your own importance.

Again, think of the matter in this light. You know your own abilities, and you know the virtues of your goods. But you see men of less ability pushing in where you ought to be, and holding positions which you could undoubtedly fill more creditably. You see other salesmen gaining an audience where you failed to do so, and selling inferior goods where you might have sold yours.

Is it not your duty, then, as well as your privilege, to fight a little for your proper place, and give the world your services and give the customer his rights?

Self-assertiveness is not bombast nor does it attempt to browbeat a prospect. It is a combination of courage, confidence, self-control, and self-esteem.

315. *Persistence Is the Key to Doors with Double Locks.*—Perhaps there is no trait which counts for more than *persistence.* It simply does not know when it is beaten; therefore it seldom fails. It does not recognize the excuses which prospects give for not granting an interview or for not being interested. One of the timeworn excuses which come back to the salesman seeking an audience is: "Am too busy today; can't see him." Such a prospect thinks that his exclusiveness is a double lock against the salesman. Persistence will open it.

Salesmen are sometimes counseled never to approach a buyer when he is busy. In these strenuous times, when a buyer of any caliber is busy constantly, the salesman who follows this precept will find himself seriously hampered. The buyer may be engaged on a piece of work which he can drop without inconvenience, and no breach of ethics would be occasioned in approaching him at such times although it is evident that he is fully occupied. An evidence of consideration for his time would most likely be appreciated.

The observant salesman will quickly learn to know at a glance whether he should approach his

man at once or give him a short period in which to disengage himself from the business in hand. Do not make this period too long. Remember that your own time is just as valuable as you are able to make it. But if you can't obtain an audience the first time you call, keep trying. Salesmen have been known to call on prospects week after week or month after month before getting an order. They had fixed their minds on landing that prospect and they kept at him until he gave in. You can't keep any door locked permanently against the persistent salesman.

316. *Initiative Is the Master Key to All Doors.*—As a persistent man will not take denial of an interview, so the man of *initiative* cannot be outwitted. He *finds* a way to get at the prospect. The records of salesmanship are full of splendid and inspiring incidents of initiative on the part of salesmen. They found a way or made a way to get beyond the guardians of the gate. The way to develop initiative is to sit down and analyze the entire situation, then think out all the possible ways of getting in to see your man. That very process of thinking will, eventually, reveal the right key. But if, after you have failed to get an interview, you say: "Oh well! There are others, easier to get at; I'll drop this man," then you certainly never can become a superior salesman; for they glory in getting at the man who *cannot be gotten at*—even if it takes a year to do it. They don't *waste* time cooling their heels outside a prospect's door; they *spend* time in discovering the line of least resistance to his presence.

Initiative gets through the door when self-assertiveness cannot.

Chapter IV

You Are Beaten Only When You Quit

317. *Nobody Loves a "Quitter."*—Probably the one supreme reason for the great number of failures in salesmanship is the fact that so many men are cowards at heart—when it comes to fighting their way into the presence of buyers. They are not resourceful. They run up against *seemingly* insuperable obstacles, barring the door to an audience, and they lie down flat before them. They have not reached the point of self-development which *knows*—not merely *believes*—that every problem is capable of solution; that every obstacle can be removed; that every door may be opened; that every objection raised by a prospect has an answer; that every excuse he offers immediately shows up his weakness, which then becomes the salesman's strength.

Nobody loves a quitter in any walk of life. And, mark this well! Your prospect will think far more of you if you do break your way into his sanctum by ethical means. He has been known deliberately to throw hindrances in the way of new salesmen, because he instinctively loves a fight. He isn't going to lie down supinely and permit you to walk over him or walk off with an order unless you fight for it.

You are beaten only when *you* quit.

318. *The Kind of Man Who Doesn't Quit.* It may help you to hear an experience from the lips of a salesman who went on the road with a new article. This was manufactured by a new company, in competition with old concerns which had held the trade for years. He sold a steam valve and nothing else. *Printers' Ink* tells the story, quoting the salesman himself:

"Up in Massachusetts I had a hard nut to crack. I could not get past the rail. The buyer sent out word 'Not interested,' and it was an impossibility for me to get into the shops, as the place was surrounded by a high fence.

"The company was a big purchaser of valves, and I knew I ought to get in somehow. So I inquired of the office boy (who, by the way, with the 'phone girl, make excellent allies for the salesman) concerning the chief engineer. I was informed that that worthy was named Charles Callahan. Then I had a real idea.

" 'Where does he eat at noon?' I asked.

" 'Usually over at the Metropolis Hotel,' replied the boy; 'men's grill-room.'

"At 12:30 I casually inquired of the head waiter at the Metropolis whether Mr. Callahan had come in yet.

" 'There he is, over at the corner table.'

" 'Thanks. He's alone today, isn't he?'

" 'Yes, sir.'

" 'Guess I'll keep him company.'

"As the room was well filled, I managed to slip into the seat opposite Callahan unobserved.

"Soon, beginning with the weather, I started a conversation which I managed to veer around to scientific progress, inventions, etc. Callahan appeared interested, and I said:

" 'You may know something about mechanical things; as a concrete example of the progress made in the last ten years I can mention my own business; I can show you with this little sample——,' and reaching under my overcoat, which I had thrown over my sample-case, on a vacant chair, I pulled out my model and explained in as elementary a manner as I could the advantages of our valve over competitors. Then I shifted the subject back to general topics and ordered up cigars. (Which reminds me that some day I hope to compile a book which will give infallible rules as to just when and how a salesman should and could offer a cigar to a customer—a subject which I have always felt is worth considerable study and cogitation.)

"We lit up and chatted a while longer. As my companion rose he handed me his card.

" 'I'm connected with the railroad company,' he said. 'That valve of yours looks as though it might be of use to us. Can you bring it over to my office this afternoon?'

"Such a question!"

319. *Some "Don'ts" If You Would Get to the Prospect and Hold His Attention.*—Don't fail to ask the *right* man. Never go after a little man when the one you want is higher up. Get the

right man, and save the troubles incident to wasting time on the wrong man.

Don't take a *turn-down at the gate.* The only man who has a right to turn you down finally is the prospect himself. Don't take a turn-down from *him,* until you have had a chance to tell him your story. He is not ready to act intelligently until he *knows* what you have to say. Any turn-down which he may give you prior to that is only an *excuse* not to hear you. Don't take it seriously.

Don't take *excuses as reasons* for not buying. Prospects are as full of excuses as their fears will permit them to be. When a man gives you real *reasons* why he cannot or should not buy, then it's time for you to take his word.

Don't put *negative* thoughts into a man's mind. Never say: "You *don't* want to buy any goods, do you?" *You* have put *his answer* right into his mouth. Make every suggestion a positive one.

Don't make statements which are likely to *raise a doubt* of their truthfulness. Rather, say only those things, in your introduction, with which the prospect is obliged to agree.

Don't give your man a *chance* to say "No!" He may get the habit, and when you want him to say "Yes!" at the close of your talk, he may say "No!" from sheer habit.

Don't *apologize* for your presence. You have a right to be there. It's your *business* to be there. You are there on *legitimate* business and you do not need to apologize for it. Never say: "I beg

pardon for breaking in on you.". That is nonsense.

Don't ask a man to *give* you five minutes of his time, or any other amount of time. You are *not a beggar,* so don't beg him for time. Your time is worth money, and you are matching it against his. You are there to benefit him and yourself—a mutual exchange.

Don't let men *browbeat* you, nor get away with "rough stuff." You will meet some brutes who know nothing of gentleness or manliness. Pull him up with a round turn, then settle down to your own gait—he will fall into line.

Don't let a prejudiced purchasing agent keep you from getting at the man who makes the requisitions. Go over his head to the man higher up, if need be. Purchasing agents have been known to stick to a line of goods and shut out competitors for reasons that would not get an O. K. from the manager.

Don't fail to keep an appointment exactly, to the second. *Punctuality* is a habit. It saves temper, time, and trouble.

Don't be a *pest,* and don't WORRY.

Be a real sterling-character man, a wholesome gentleman, a genuine salesman; you will then *deserve a welcome* and, with rare exceptions, you will get it.

Questions for You to Answer

1. What is the first principle in salesmanship and the three elements in it?
2. What do you understand by tactics in selling?
3. What are the differences between the preparation necessary for the retail and that for the jobber salesman?
4. Give the six points of preparation for the specialty salesman.
5. What should be your attitude toward subordinates who guard the prospect?
6. Formulate some ways of meeting the prospect when he comes out to the gate or window.
7. What is the best kind of opening remark when you advance to the prospect in his office?
8. Recall the important features about the fourth element in selling.
9. How valuable do you consider the appeal to "curiosity"?
10. Why are appearance and clothing such important factors in getting attention?
11. What does self-esteem compel us to do?
12. Name the four points in a salesman's manner that will serve him best in the interview.
13. Discuss the three keys that open doors to the salesman.
14. What do you think of the "quitter"?
15. Memorize the "Don'ts" and practice them.

Lesson 12

Part I

AROUSING THE CUSTOMER'S INTEREST

Part II

AN INTERESTING INDIVIDUALITY

Part I: The Sales-Process

AROUSING THE CUSTOMER'S INTEREST

Chapter I

Stepping Up from Attention to Interest

320. *Interest Is Sustained Attention.*—The step or transition from attention to interest is sometimes quite clearly marked and at other times scarcely discernible. The line of demarcation depends largely on the temperament of the prospect. One type will show his interest the moment it is aroused while another type will give not the least sign of interest, although he may be much more deeply interested than the first type. Blonds are much more apt to display their interest, or to give expression to it, than brunets.

Interest is a *willingness* to see or hear more about your goods or proposition. It is a further development of involuntary attention, and yet is markedly different. You might, by repeated shocks, continue to command a man's involuntary attention, when he is trying to advert to his former occupation; but that would probably arouse his disgust and anger, rather than his interest. On the other hand, you can readily see that a man might give a *voluntary,* forced attention to your proposition, as a student listens to a dry lecture, without the faintest flicker of interest. Interest has to be a decided advance beyond these forms

of attention, or it will never lead to a sale. To arouse interest, you must pass on from the stage of involuntary attention to that of *spontaneous* attention, where the prospect more or less consciously resigns his other preoccupations, and gives himself up to a willing examination of your goods.

It is desirable to get the prospect into this condition very early in the interview, because it may be prolonged indefinitely. When you secure a man's interest you have taken a trench, and you may linger there—though steadily keeping up your fire—while you look about a little, and feel out your opponent's strength. Interest can be maintained for an hour, or a day, and at the end your chance of making a sale will still be good.

Genuine interest may be aroused with the first words you utter in the interview, or at the first moment of your demonstration with an object that catches and holds attention; or it may not be gained until you go more deeply into your selling-talk. Your job is to *arouse interest,* not merely to get attention or even to *hold* attention. In doing this you enter upon the second phase of the sales-process as indicated on the chart of the Mechanics of Salesmanship. You now begin to practice the second principle of salesmanship—Complete Demonstration. When you obtain your audience with the prospect, as soon as you are in his presence, you automatically get his attention; but that attention (as we learned in Lesson 11) is first focused upon yourself, then turned upon your goods. The first element in demonstration

is Holding Attention; for attention is not merely to be won, it must be held all the way through the interview. It *must* be held or there will be no interest; or if interest is obtained, it will not *continue* unless attention is held. Real interest is the outgrowth of sustained attention. The length of time that attention must be sustained before it merges into genuine interest is dependent upon the nature of the prospect, and your ability to determine correctly his buying motive.

321. *Interest That Is Only Curiosity.*—Some people have an inordinate and unfailing appetite for mere information. Their "collecting" type of mind finds interest in every subject under the sun. Such people you can fascinate for hours with curious bits of information about your goods, your house, and everything associated with them. Anything humorous or pleasing is likely to hold their interest. There is, however, no purpose in arousing interest and merely maintaining it. Avoid interest for interest's sake. This step, like attention, is of value only because of its leading to the one that comes after.

Now, mere casual information does not, on the face of it, lead directly or rapidly toward a sale. You might tell your prospect the number of gallons of water in the sea, and he probably would be interested; but he would not be moved in the slightest degree toward purchasing the sea. And why? Because that information appeals only to his sense of wonder, or idle curiosity. The ordinary mind, unless intensely preoccupied, is so

active and so broadly receptive that almost any statement will provoke its interest in some slight measure. So, do not pride yourself on being able to *interest* a man. He may be chiefly interested in the fact that your head will retain such a mass of curious and useless information. And do not delude yourself with the idea that, in gaining that sort of interest, you are necessarily making progress toward a sale.

This interest, the *interest of curiosity,* is useful only to prevent the prospect from dismissing you, while you push him forward into a deeper kind of interest. It enables you to hold his attention and keep him in a fairly complacent mood while you sound for his motives. It should be used for that purpose and no other—for you are a salesman, not a public entertainer.

As soon as you strike an idea connected with one of his buying motives, then you have begun to evoke the deeper or "associated" interest. Then, you must drop the former kind at once, or you are a mere trifler; you do not understand what you are there for, and you have no business selling goods.

322. *Associated Interest.*—Like attention, the only interest that can ultimately be of any value to you is interest pertinent to the sale. This suggests that the first type of interest, the interest of curiosity, may under good conditions be almost dispensed with. If you have used your eyes and ears and mind in obtaining an audience, and in securing attention, you may force the prospect to

jump immediately to the latter form of interest. The best word and best act in attention-getting is also one which connects with the buying motives, or the man's particular buying motive. So, attention may be converted at once into the deeper interest.

If your first remarks about your proposition draw from the prospect a question, you have succeeded in awakening interest. He has associated your statement, or your question, with the thing that interests him and he is willing to hear what you have to say. That, to be sure, is another phase of curiosity; but it is a curiosity unlike that referred to in the previous section.

Some lines of goods can be sold much more easily by arousing in the buyer not direct interest in the goods themselves, but in *something associated with the goods*. That something may be a premium (given free with quantity lots), an advertising plan to aid in selling the goods, or anything else which will tie up more quickly and surely with the interest of the prospect than the goods alone would.

For example: A manufacturer of men's clothing decided to enlarge his territory. In order to back the retailer in the sale of the goods, an extensive publicity campaign was planned. This included national publicity, advertising in the local papers of the towns where the dealers did business, and direct mailing of literature to citizens whose names would be supplied by the dealers. The salesmen who got the most business were

those who aroused interest *in the advertising campaign,* and actually sold that to the dealer first—the order for the goods followed as a matter of course. If an attempt had been made to sell the garments first, there would have been great difficulty in obtaining an audience and arousing interest. The plan for helping the dealer sell the goods was the factor most closely associated with interest in the goods themselves—associated interest. This might be called a flank attack.

A flank attack is the easiest method of arousing interest in some prospects and with some lines of goods; it is by far the best way, in many cases. Associate the mind of the prospect with something in which he has an interest already, and you may easily tie that interest up to your goods.

Chapter II

Motives Which Urge Interest

323. *The Man Who Isn't Interested.*—As a rule, goods which are easy to sell do not yield nearly so much profit to the salesman as those which require high salesmanship ability—the ability to get an audience and arouse interest. That is why retail clerks are not paid as large salaries as road salesmen. There are, of course, exceptions. Retail furniture salesmen, for example, have ample opportunity to display high grade salesmanship. The retail salesman has this very distinct advantage over the road man, namely, his prospects come into the store and into his depart-

ment *looking* for the goods which he sells. He does not have to *seek* an audience; but he may arouse interest in finer quality goods or even in goods different from those which the customer came to buy. A retail customer is very frequently *induced* to become interested in goods which he did not have in mind or which may have been totally unknown to him. The fact that the prospect isn't interested when he comes into the store is no reason whatever against his *becoming* interested, nor is it an excuse for the clerk not to attempt to gain his interest.

Jobbers and specialty salesmen, too, constantly meet prospects who, after the introduction, very emphatically say that they are not interested. When a man who knows nothing about your goods tells you that he is not interested, he gives you a fine opening to come right back and say: "Of course you are not, Mr. Prospect, if you had known about our goods you would have had them long ago. The fact is,"—and there you switch right into your selling-talk. The man who "isn't interested" in your goods and offers that as an excuse for not becoming interested is the very man you need to stick to.

324. *Interest in Making Money Is a Universal Motive.*—Every man in business wants to make money. That is his reason for being in business. Convince him that he can make money by adopting your plan or by purchasing your goods and he *is* interested. If he is a retailer, your plan for helping him sell the goods will interest him more than

the goods themselves; for the goods are but a means to an end, and your marketing plan enables him to reach that end—money making—by means of the goods. Price of goods in such a case is entirely secondary, for price is only relative, after all, when marketing plans back the goods.

Let it be said again, as it has been said before, that you must not tell a prospect that you have something to *sell* him, if you want to arouse his interest. Do not even suggest that he is to *buy* anything from you. Those points will automatically take care of themselves at the proper time if you arouse interest, and induce desire to buy. The thing which you must tell him is that he will *make money* with your goods, or that he will *save money*—which is the same as making it. In either case he *gains* money. Emphasize, over and over, that he will make, *make,* MAKE money; or he will save, *save* SAVE money. Gain, *gain,* GAIN is what you need to burn into his consciousness so that he will want, *want,* WANT your goods. Interest comes into his consciousness automatically and persistently as you emphasize make, save, gain money. If your selling-talk—your demonstration—is shot through with unanswerable arguments emphasizing money profit from your goods, you will hold attention and, therefore, interest; and you will at the same time persuade the prospect to buy—and you will not have to *ask* him to buy.

Correspondence courses, for example, appeal to the money-making motive in men. You are taking *this* course, for example, not for the mere pleasure

there is in study, nor even for the culture to be derived from acquaintance with the hundred and one subjects touched upon, but for the purpose of *equipping* yourself to make more money as a salesman. A salesman may persuade you to buy a correspondence course in Business Management, costing $100 or more, and your motive in buying it is not to *add books* to your library, but to add *information* to your stock on hand in order that you may gain promotion to a manager's job. You want to make more money by putting money-making material into your head.

Anything you may have to sell can be made to get and hold the interest of your prospect by appealing to his money-loving instinct.

325. *Interest in the Utility of Goods Is a Motive for Buying.*—This is a motive somewhat akin to the making of money. Whatever saves time, energy, or labor; whatever cuts down the number of employes or turns out a greater quantity of work or articles; whatever increases efficiency is of interest to your prospect, provided, of course, that you have gotten hold of the *right* prospect.

Inject into your selling-talk one thought, namely: *This article will do your work in a better way, in less time, with greater results.* Shoot these ideas into his head again and again: Saves time, *saves time,* SAVES TIME; does your work in a *better way,* does your work in a BETTER WAY; *cuts down labor*

cost, CUTS DOWN LABOR COST; you get *greater results,* you get GREATER RESULTS. These and other statements, iterated and reiterated, in different ways, secure and hold interest.

In arousing interest in goods which have utility values, you will make a great mistake if you attempt to go into details about the construction of the article. Save that for a later point, if, indeed, it needs to be gone into at all. Your prospect is interested in *what* the machine or article will do for him; he wants to know *how* it will serve him. Show him that, and you get interest. Your main thought is to make the prospect *want to possess* the thing which will be useful to him in saving time and money. Who *you* are, and how *old* or *well known* your concern is, or how scientifically put together your article is; these are not questions in which the prospect is interested. *"What will this thing do for me and how will it do it?"* is the question which does interest him and it is your job to draw out that interest.

326. *Interest May Be Aroused by Touching the Emotion of Caution.*—The appeal to caution is really an appeal to fear. When you sell a man something out of which he makes money, he is moved by the motive of gain. When the same prospect buys fire insurance, let us say, he is moved by *fear of loss.* He becomes interested in fire insurance through *caution*—the desire to cover himself in case of loss. Some buyers may be won through appeal to caution when other motives are not so easily aroused. For example:

Salesman X was out on his first trip with a new line and had failed to stir interest. After a week of failures, he found himself in a city where the two chief stores were strong competitors, each fighting the other for supremacy. He learned this from fellow-salesmen, and so decided on a new method of attack. Let him tell the story.

"I casually sauntered into Grant's office, introduced myself, and sat down.

" 'Just dropped in to say "Hello," Mr. Grant,' I said, offering him a cigar. 'Your friend Reed is the man I am after, but he is busy just now.' And I started discussing general business conditions. But the old man seemed abstracted. I noticed that he pricked up his ears at my mention of his chief rival. Finally he remarked: 'What is it you are handling anyway?'

" 'Why, it's the Blank line of petticoats,' I replied. 'But as we appoint only one agent in a city, and as my people have already got in touch with Reed, you wouldn't be interested in seeing them.' Literally we were in 'in touch' with Reed, but no more so than with Grant. A circular campaign had covered the entire trade.

" 'Hum!' grunted the old man. 'Closed with him, have you?'

" 'Why, not yet,' I confessed. 'That's what I'm here for today.'

" 'Let's see them, anyway,' urged Grant, and putting on his hat, he insisted upon my taking him over to the hotel to see the samples.

"I made not the slightest effort to sell him.

Merely mentioned the fact that we were planning on supporting our agents with good advertising, and so forth. Thereupon, Grant actually asked me for the agency. I appeared reluctant, said I probably ought to see Reed first, but finally consented. As he wrote his signature to the contract the old man chuckled aloud with delight at the thought of having overreached his rival.

"It was a lesson to me. I had no more trouble in placing the Blank line."

Grant, you see, became interested through the motive of caution. He wanted to protect himself against his competitor by taking a line of goods away from him. An appeal to one of the positive motives—money, utility, pride, or pleasure—is preferable to an appeal to the negative emotion of fear, but you can play one against the other, or work any two together. You can win the interest of a man by creating *hope* of gain, and you may also create interest through *fear* of not making money or that he will lose. But you should be very careful to arouse these opposing interests in the right psychological order. Arouse the *positive motive first,* then the negative. The motive of caution is a most powerful one when used wisely, and it can be used in connection with all lines where money, pride, and some phases of pleasure are the dominant motives.

327. *Interest May Be Aroused by Stirring a Man's Pride of Possession.*—Egotism, Vanity, and Pride are primary motives to which a salesman may cater with sure results in some lines.

The man of abnormal vanity is really an "easy mark" for a trained salesman. It is, therefore, absolutely necessary for you to guard yourself against the temptation to "put something over" on such a man. Pride of position in a community, or of leadership in business becomes the weak spot in a man's nature. He may be made to feel that he should do certain things in order to preserve his high position. There are "would be" leaders, also, who are flattered when placed in the same class with real leaders. They can be induced to become interested in things in which the real leaders are interested.

There is another class of men who pride themselves on their own judgment or wisdom or acumen. They would not be influenced in the least by being compared to anyone. The salesman can gain their interest by appealing to that *inner* pride.

The motive of vanity is not the same as the motive of pride. The vain man likes to show off. He wants the name of being ahead of some one bigger than himself. You play upon vanity and win its interest by some such remark as this: "Of course, Mr. J., there are many people who would not be able to notice and appreciate the value of this article, but YOU see it readily." People of this type buy expensive things, because they have been flattered into believing that nothing is too good for them.

In arousing the interest of pride, in any of its forms, be square with the prospect. Remember the definition of salesmanship.

328. *Interest May Be Won through the Desire for Pleasure.*—The motive of pleasure is also a universal motive, like the motive of gain. Within this motive of pleasure may be included many subsidiary motives. Personal pleasure, vacation trips, gaining of health, love of family, recreation of all kinds, owning a home with its comforts and furnishings, providing education for one's children, protection of the family by life insurance, catering to the appetite, and a host of other motives may be included in the one major motive of pleasure.

You may arouse interest in anything which gratifies any of these phases of pleasure in your prospect. Examples are so numerous that this book could be filled with them. The women's magazines, especially, are filled with beautifully colored advertisements intended to arouse interest in things which will give women pleasure and are also of utility. Automobile advertising and salesmanship both seek to create desire for pleasure in seeing the country.

In arousing the interest of pleasure, we strike home with the prospect. Some men take pleasure in carrying the finest goods or in having the best equipped factory. They want the latest appliances and machinery; the most efficient and showy fixtures. Proprietary medicine manufacturers thrive because they appeal to the interest which people have in health; they contrast the pleasure of health with the misery of disease.

Here, then, are the motives which you must play upon if you would arouse interest and create

conviction. If you want people to buy your goods you must determine what there is about the goods, and what they will do for a man that will arouse his interest; then you must so demonstrate those aspects of the goods as to make the prospect believe that they will do exactly what you claim. Not until then will you have convinced him favorably. If you correctly diagnose the prospect as to buying motive, you will have little difficulty in holding his attention and interest and eventually getting his order—and you may not have to do very much talking to do that. Recall the story of Section 326.

Chapter III

Fitting the Talk to the Character Type

329. *Tact Holds Interest to the Point at Issue.* Tact is the sensitive mental touch which is manifest in doing the best thing under the circumstances. In seeking to arouse interest in your goods, tact is a fine instrument to use. Here is a good example, related by a salesman:

"It was at the cigar stand in the lobby of a big office building. 'So you've built this business up to the point where it nets you seventy-five dollars a week?' I remarked to the proprietor, a young man whose sales methods I'd been observing with interest for some time. 'That's a remarkable record for so small an investment. To what factor do you attribute your unusual showing?'

" 'Why, I don't know,' was the reply. 'I always greet my customers with a smile and seek to avoid

arguments. I suppose that policy helps my sales.' Just then a customer stopped.

" 'Hello, Bergh!' said an elderly man of benign aspect. 'Guess I'll have a smoke. Give me a package of Pell Mell.' 'Pell Mell it is,' replied Bergh as he handed out a box with the change.

" 'Stirring times, these,' continued the customer, pointing to the headlines of the newspaper he carried. 'That second message of Bryan's to the people strikes me as being the greatest public utterance ever delivered in this country. It marks the dawn of a new era. For the first time in our history, a man in public life has directly and practically applied the eternal verities of the Christian religion to the affairs of this mundane sphere. I've never been a supporter of Bryan, but from this time on he gets my vote.'

" 'Yes,' replied Bergh, 'it's a wonderfully significant document. A great man is Mr. William Jennings Bryan.' And the customer smiled, lighted a cigarette, and entered the elevator.

" 'Good morning, Bergh!' remarked a middle-aged man who approached at this moment. He looked like a lawyer. 'How about some Pawl Mawls this morning?'

" 'Here they are, sir, Pawl Mawls,' replied Bergh, tendering a box in exchange for a coin. The purchaser lighted one and said:

" 'Well, I see Bryan is trying to mix religion with politics. It would be fine if the world could be run according to his Tolstoian ideas. Perhaps it will be some day. But today is no time for experimenting with visionary ideals. We need a

strong man in Bryan's position—not an impractical idealist. Still, I confess that I admire his moral courage and respect his principles.'

" 'Yes,' agreed the cigar man. 'Bryan is personally a fine character, but out of place in the Cabinet.' And the lawyer entered the elevator.

"Just then a young man approached. A vigorous, aggressive chap of the motive type. 'Hello, Bergh, old scout!' was his greeting. 'Give me some Pall Malls.'

" 'Here you are, Pall Malls,' was Bergh's response as he handed out the box.

" 'Well, I see that old fogy, Bryan, has made a fool of himself again,' remarked the customer, emphatically. 'He belongs in the old women's home—springing his sanctimonious guff on every occasion. I suppose he's trying to double-cross Wilson and get the long-hair vote. But that kind of drivel won't go with the American people. If I had my way I'd tar and feather him.'

" 'Yes, it's a good thing he's out of public life,' replied Bergh, imperturbably. 'Let's hope he never comes into the limelight again.'

"And the customer boarded the elevator.

" 'Bergh,' said I, 'what is the proper pronunciation of P-A-L-L M-A-L-L and what *is* your honest opinion of Bryan's attitude?'

" 'Come around after six o'clock when I'm off duty and I'll tell you,' replied the astute cigar man, with a laugh. 'Right now my business is to sell tobacco, not to air my personal view on the English language and politics.' "

Bergh, you note, was a diplomat; he was tactful. That is why he made friends and customers. And he did not give up any of his personal prerogatives in NOT antagonizing men.

330. *Tact Sometimes Uses a Club.*—The methods of Bergh were good for *his* kind of business, and they are admirable, as a rule, for any salesman to use; but there are customers who need different tactics in order to bring their interest to the surface. One of the great salesmen for the National Cash Register Company, in England, gives us an example of the way to arouse the interest of an unwilling prospect. One day he went into a man's store, put his cash register on the counter, and said to the proprietor: "I have come to show you a cash register."

"I don't want it," was the prompt reply.

"I know you don't," said the salesman, "if you did, you would have sent for it long ago."

"But I don't want it, I tell you; it's no good."

"How do you know it's no good? Did you ever use one? Do you know anybody who ever used one?" To which the prospect was forced to answer in the negative.

"Then," said the salesman, "how the deuce do you know that it is no good? You are a man supposed to have good judgment, yet you decide something, right off the bat, when you acknowledge that you don't know anything about it. Now, push that button." The salesman had the prospect just where he wanted him, and proceeded to demonstrate the machine. He got an order.

Professional buyers, purchasing agents, men and women in offices, factories, and homes all have points that are vulnerable. You can reach them if you sense that *point of contact*—the point where interest can be awakened. If a gentle word will not arouse, use an alarm clock.

It has already been said that you cannot win interest unless you first secure attention and hold it. That is a point which you are to bear in mind with all types of prospects. Just as it is obviously impossible to demonstrate your goods unless you gain an audience, so it is equally impossible to evoke interest unless you hold attention. Some men will grant you an interview and then keep on with their work while pretending to listen to you. That is a situation which demands drastic measures. You have everything to gain and nothing to lose by using unusual tactics in turning the man's attention away from his task and focusing it upon your proposition.

A salesman made an appointment to have an interview with a prospect in his office at 11 a. m. He was there on time, sat down at the man's desk, and proceeded with his selling-talk. After a moment the prospect turned to his mail and began reading it. The salesman stopped. The man looked up and said: "Go on, I'm listening."

The salesman replied: "Mr. Prospect, I am here by your consent to show you how my goods will yield you a profit; but I can't do that to your satisfaction unless I have your undivided attention. If you are positively unable to give it to me now,

I will call at a more convenient hour. That is fair, isn't it?"

The prospect looked at him a moment, then turned away from his letters and said: "Go ahead, I'll listen."

A little straight-from-the-shoulder talk of that sort will invariably get attention and result in interest. Most men are fair, when you pin them right down to fair methods. Use the right kind of tact. Use a soft glove as a rule, but don't hesitate to put a brick inside of the glove when necessary.

Chapter IV

If Interest Wanes, Retire

331. *A Drawn Battle Is Better Than Defeat.* Some buyers give audience to every salesman, but not all of them give attention to what he has to offer. Unless you can hold attention and arouse interest, it will be better for you to make an excuse and retire. If you continue your demonstration without arousing interest, you kill your chance for another opportunity under more favorable conditions.

During the great World War, we became used to seeing reports sent out by the German Headquarters, reading like this: "Tenth army corps was withdrawn during the night, for strategic purposes, to position prepared. Great damage inflicted on the enemy." We now know that those withdrawals were made to save defeat, and that

the damage inflicted on the enemy was fiction to bolster up the courage of the people.

The salesman who cannot win interest invites defeat if he continues his demonstration. He will "live to fight another day" if he withdraws to a "position prepared in the rear." He then leaves the way open for a return engagement.

332. *Conditions Which Militate against Arousing Interest.*—When giving a demonstration, there may be all kinds of interruptions—telephone calls, messages brought in by the office boy, unexpected interviews with employes. Such interruptions are unavoidable and they must be dealt with as they arise. The thing to do, of course, is to take up the demonstration at the point where it was dropped; but meantime the prospect has probably lost the thread of your story. It is advisable at such times to go back and emphasize one or two points already brought out and then continue. By doing that you put back into the buyer's mind the essential facts, for in arousing interest it is facts which you must give; and they must not be exaggerated either. Avoid all extravagant words and phrases.

Sometimes a man may *appear* to be listening when he is really thinking about something else. In that frame of mind, his interest cannot be aroused. You may easily ascertain if he is listening by asking a question. A salesman handling carbon paper met such a situation in this way. Having become satisfied that the prospect was not really listening, while apparently doing so, he

would inject this question: "And, Mr. Prospect, I'll bet you have never bought carbon paper at that price before." Up to that point *price* had not been mentioned. If the man said: "You haven't told me the price," then the salesman knew that he had been listening. But if he said: "Oh, yes, I have," or something similar, the salesman knew that his thoughts had been somewhere else, and he had to adopt different tactics to arouse real interest.

Know what you are talking about—know the man and know his business. Know *how many* of your articles he can sell, or *how* he is going to get values out of them, else you cannot get the highest interest. We speak now of average cases. There are unusual or freak instances of men who arouse interest even when they are totally ignorant of either goods or prospect; but salesmanship of the everyday, year-round kind will get and hold the interest of prospects by the methods, either singly or in combination, brought out in this lesson. There are salesmen of such dominating personality and hypnotic magnetism that they carry everything by storm. They make good, as a rule, on specialties which are to be sold only *once*. They are *one-call-men*. Probably 98 per cent of the salesmen of the world are only *average* men, physically and intellectually. They are practicing the *art of selling,* not hypnotism nor super-salesmanship. Superior salesmanship gets and holds interest; or if it fails the first time it does not lie down in defeat; it thinks out the way to victory, and hammers it home.

Part II: The Salesman

AN INTERESTING INDIVIDUALITY

Chapter I

When You Can Eat Soap, You Will Sell It

333. *Love for Goods Lubricates Sales.*—One of the great salesmen of the world is A. C. MacMahon. During his twenty-five years with the National Cash Register Company, he elected himself to the 100 Point Club seven times, won the challenge cup by making 2,500 per cent of his quota and made the biggest single sale on record for the company, when he induced Marshall Field and Company to put in cash registers. He relates this story in *Sales Management:*

"Thirty-two years ago I sold soap. I met a man who sold more soap than I did. I asked him, 'How on earth do you sell so much soap?' He said: 'Mac, I will tell how I do it; I eat soap.' 'What do you mean, you eat soap?' I replied. 'If you would like to see me eat some soap, come out with me tomorrow when I call on the women and I'll show you how I do it.'

"I went out with that young man and when we reached the first house, we found the woman at the washtub. He picked up a piece of the soap she was using and said: 'Pardon me, is this soap?' The lady was rather nettled and replied:

" 'What do you think it is, black lead?'

" 'Pardon me, again, but this gentleman with

me sells soap. Have you a cake of soap in your pocket, Mac?'

"'No,' I replied, 'I haven't any of my soap with me. I am not out selling soap.'

"'Well, here's a piece of my soap, will you eat a little of it for the lady?'

"'I will not,' was my reply. 'I'm not eating soap today. You are the man that is going to eat the soap.'

"Then he turned to the lady and held up his piece of soap and said: 'Lady, this soap will not hurt the finest fabric. It will remove lemon juice, fruit stains, dirt, mud, oil, grease, anything that ever was, and it cannot hurt the finest fabric. I eat it every morning before breakfast like this, lady,' and he bit off a piece and began to chew it. He chewed it a few moments, then swallowed it, looking at the lady all the time.

"Then he said: 'Lady, that's the kind of soap you want, isn't it? I don't blame this man for not eating his soap; I wouldn't eat it either; but I am not afraid to eat this, for it is chemically pure. It hasn't a thing in it that will hurt anybody or anything. How much of it do you want? I have only two minutes to talk to you.' And he pulled out his watch. Of course he got an order. That man believed in his product and he was chuck full of enthusiasm."

What is the big lesson in that story by MacMahon? You know it already. Love of the goods lubricates the way to interest and a sale. You can't sell a thing, in the largest possible quantity, unless you love it. You can't arouse interest

in your goods unless they are full of interest to you. And when your goods take hold of you so that they literally *possess* you, you become an exceedingly interesting individual to any prospect.

334. *The "Not Interested" Man Is the Man You Are After.*—What right have you to call yourself a salesman, if you lie down flat before the man who tells you that he is "not interested"? That is exactly the man you were hired to get. Do you know anybody who is interested enough in life insurance to go into an office and say: "Please insure my life. I am very anxious to have you do it right now!" If that should happen, the clerk at the desk might have heart failure. There may be an exceptional case where a man is really interested in having his life insured; but few ever run after an insurance salesman and beg him to insure their lives. In spite of the lack of interest which men evince in protecting their families, life insurance salesmen still make pretty good money. Here are the names of a few insurance managers with the commissions which they and their salesmen earned in the same year:

Name	Company	Location	Income
F. S. Doremus	Guardian Life	New York City	$91,054
R. A. Wallis	Fidelity Mutual	New York City	87,059
Henry K. Kohn	Phoenix Mutual	Albany, N. Y.	76,900
E. S. Rowland	Prudential	St. Louis, Mo.	65,743
J. E. Smith	Prudential	Chicago, Ill.	59,775
Darby A. Day	Mutual Life	Chicago, Ill.	59,384
J. S. Myrick	Mutual Life	New York City	49,609
W. Van Sickle	Home Life	Detroit, Mich.	49,104
C. E. Ives	Mutual Life	New York City	46,893
F. A. Dickey	Security Mutual	Minneapolis, Minn.	43,196

We have not included in that list, Harry Rosen, who is said to earn upward of $100,000 a year with the New York Life, nor Miss Mary Z. Shapiro, of New York, who is well on the way to selling $2,000,000 of insurance this year—her first full year, by the way, in the business. She says that she will not consider herself a *great* success until she writes a million dollar policy. And she will get it if her standard of salesmanship is to be our criterion for judgment, for she says: "If you are working at all, I think it's just as well to be a *top-liner* and get the biggest possible results for your efforts."

While speaking of the "top-liner" insurance saleswoman of the world, what do you think of Miss Lida F. Laurence? Never heard of her, either, before this, presumably. Well, she sells insurance as a *side line*. From 9 a. m. to 5 p. m. Miss Laurence is private secretary to a very busy cotton broker on Beaver Street, New York. But when her day's work (?) is done she uses a little of her *leisure* time, after dinner, in getting people interested in life insurance. And how much do you suppose she has picked up, in commissions, in what she calls the "little odds and ends of time," or the "margin" of time alluded to in another lesson? Just a trifle of $20,000 a year. "But," she naively says, "you know I have a *regular* job, besides." The regular job probably pays her $2,500 a year.

What about YOUR "odds and ends" of time? Does this little, soft-voiced woman stir no shame

in you for wasting time? And she has barrels of fun and pleasure, too. She goes to dances and theaters twice a week. These salesmen and saleswomen never take "not interested" from anybody. Why should you?

Chapter II

Refusing to Be Sidetracked

335. *Sidetracks Get You Nowhere.*—The best preventive of a collision between a trolley car and a railroad train, at a grade crossing, is a sidetrack from the main trolley line. The sidetrack switch is automatically open except when the conductor of the trolley car gets off and closes it, permitting the car to cross the railroad track.

There are some prospects who seem to keep a sidetrack open all the time for unsuspecting salesmen. They are frequently the "friendly" type, described in Lecture 6. They listen to your opening remarks with such seeming interest that the novice at selling is deceived. After a few moments, however, they take up the thread of your selling-talk and begin telling you how fine it all sounds, and how interested they are in your proposition, and that at some time in the future you are going to get an order. Before you realize what has happened you have been led to the door and bowed out—*shunted off on a sidetrack.*

There is another type of sidetracker. He lets you open up and then begins to tell you how *different* his business is from any other in the world.

He will tell you how he founded it and nursed it along to its present proportions. He will rehearse his troubles and how he overcame them. He will pat himself on the back, and you will help him. But about the moment when you have planned to break in and take the reins again, he suddenly thinks of an *engagement,* or that he must *run out* to the factory, or that he has an *important* letter to get off *right away;* so he shakes your hand as he leads you to the door and hopes you'll drop in again when in the neighborhood. He has sidetracked you.

How are you going to keep yourself on the main line and avoid being sidetracked? There is only one best way, and that is to close the switch to the sidetrack. Most men like to tell of their business experiences, particularly one who has built up a business on a "shoestring." Let him talk, but break in at the very first point where you can ring in your goods and begin to ask him questions that lead up to your demonstration.

If he does tell his story and starts to lead you out, say something like this: "I have greatly enjoyed hearing about your splendid success, Mr. X, for you are just the sort of man who can appreciate values. Now, before I go, let me ask you this." Then shunt him on to your main line. He'll travel with you.

The thing which you must always have in mind is that you are very much like the trolley car conductor; it was his job to close the sidetrack switch when the railroad was clear, thereby opening his own main line so that the trolley might proceed.

It is equally your job to close the sidetrack switch which your prospect opens for you, and to take him on board with yourself on the main line of your demonstration. He will soon forget his little sidetrack if you once get him interested in what your goods will do for him. *Never forget that sidetracks get you nowhere* except to dump you right in the sand where there is no pay dirt.

336. *Sidetracks of Your Own Making.*—It scarcely seems possible that any salesman would construct sidetracks of his own and deliberately shunt himself off on them; but some do. They do it, too, without excuse or reason. One man has this habit: Just about the time when he is beginning to hold the attention of his prospect, there comes to him a pleasant little story and he tells it. The story is in no way whatsoever related to his goods. It is simply a sidetrack, taking the prospect away from the main line, on a pleasant but futile excursion, from which he has to be brought back with a jerk. When this salesman has gotten fairly under way once more, another story pops into mind and another sidetrack excursion gives variety, at least, to the demonstration.

The only excuse, these days, for dragging in stories when you are interviewing a prospect is that they relate in some way to the goods or to the prospect. They must serve some genuine purpose in getting attention or arousing interest or inducing desire to buy. A selling-talk may very well be made more interesting when stories are

injected, just as any speech or address is made attractive with illustrations; but the illustration must really illustrate and the story should have some bearing on the subject in hand. To deliberately thrust a story into your talk merely because it happens to be a good story, is as foolish as to put pepper on your apple pie or light a candle to increase the illumination of a 40-watt lamp. Pepper is good, but not on pie. Candles have their place, but not as a supplement to electricity.

Now, don't take it that good stories are objectionable; far from it. They have their place in the salesman's kit; but not in his *first* interview with a prospect unless, as has already been said, the story serves as a selling point or reenforces a point. If you are calling on a regular line of customers, already tied up by acquaintance or friendship, tell all the latest stories you like within reason; but even then, why retail *filthy* ones?

If you are an interesting individuality you will refuse to be sidetracked and you will not build sidetracks of your own. There are no orders and no money on either.

Chapter III

Familiarities That Incite Antipathy

337. *Don't Maul Your Prospect.*—You can do a great many things to a friend that would cause antipathy and disgust in a stranger. The great majority of men do not like undue familiarities from strangers. They seriously object to the

assumption of a "Damon and Pythias" attitude on your first call. You distract their attention and neutralize interest by effusive familiarity.

Roger W. Babson, President of the Babson Statistical Organization, has expressed himself on this subject so well that we quote him here.

"I know one executive who has done two very amusing things in his effort to protect himself from the annoying familiarities of certain types of salesmen. In his office there is a chair about three feet from his desk. When a visitor is shown in, he is invited by a gesture to be seated in this chair. He sits down, and almost invariably tries to pull the chair closer to the desk. But to his sometimes very evident perturbation, he discovers that it is immovable. It is screwed to the floor. The owner of that office—and if I should tell you his name you would recognize it at once—has taken this means of protecting himself from callers who want to hitch the chair up as close as possible to the man in order to get on a confidential basis.

" 'I don't like a man to try to sit in my lap!' the owner of the immovable chair said to me, with a grimace of disgust.

"There is a type of individual, a pretty common one, too, that does not understand the repugnance which very many persons have toward a physical nearness to other people, especially strangers. A great many men, when they go into an office, pull a chair up close to the man at the desk, lean forward when they are talking, and perhaps tap him on the knee to emphasize their points. If they are standing, they get hold of the lapel of a man's

coat, or put their hands on his arm. That sort of thing is irritating to many men; they resent it inwardly even if they say nothing. I once heard a man, who had stood it as long as he could, burst out violently and exclaim:

" 'Don't maul me! I don't like it!'

"When you go into a man's office, don't take liberties with him. And don't take liberties with his desk, either. I have seen people walk into an office and lay their hat on the man's desk, right on top of his letters. I have seen them actually shove his papers back, so they could spread out something they wanted to show him, without saying, 'By your leave.'

"And that brings me to the other thing which the executive I mentioned has done to protect himself from annoyance. He has had the slide at the side of his desk fastened so that it cannot be pulled out. He got tired of having callers draw this slide out, without so much as saying, 'May I?' and use it to show him things he did not want to see. With his stationary chair and his immovable slide, he is spared familiarities that are obnoxious to him."

You may be ever so attractive personally, but there are men who will appreciate you far more if you will only keep your distance. Don't put your hands on strangers, nor on friends unless you *know* that they do not object. You cease to be interesting (except as a freak), and you fail to secure interest in your proposition when you become too familiar with the prospect. His atten-

tion is diverted from what you are *saying* to what you are *doing* to him personally.

338. *Don't Attempt a Confidential Attitude.* There are salesmen who seem to think that men are won to them by the assumption of an attitude of lifelong acquaintance, and the impartation of confidences which are reserved for real friends.

Here is an example of that type of salesman, taken from *The Saturday Evening Post:*

"Just before noon, a smiling salesman blew in who answered to the name of Weston. He had a ready wit and the gift of gab, and his greeting took the form of a clump on the back that very nearly pitched the purchasing agent through the window. He had called before, but had never been able to get an order.

" 'Well, well! folks,' Weston blared effusively, 'how's business? Haven't seen me for a month, have you? Missed me, I suppose, too! But I was away on a party—buried my mother-in-law in San Diego. Ha, ha! Going to lunch with me today, aren't you, P. A.? Come on. Drop in at the St. Francis and look the girls over and have a tidy bite! Have a cigar? Oh, that's right —you don't smoke, do you? Funny! I don't see how a man gets through this vale of tears without Aunty Nic! Now listen, P. A., want to make a little easy money?'

"At the first opportunity, the P. A. hedged.

" 'Not in the stock market, I don't,' he said.

" 'This isn't stocks—it's real estate. I can let you in on the ground floor, or a little below. You

know I wouldn't mind having you make a little on a tip from me. Probably wouldn't hurt my business standing with you, eh, what? Here, lean in!'

"The P. A. leaned out instead.

" 'This is my busy day, Weston,' he said tartly. 'I haven't any orders for you; I have no time for joking; and I have no intention of accepting bribes of any sort, from lunch and cigars to real-estate tips. Good-day!'

"Weston flushed. 'That's going pretty strong, P. A.,' he said stiffly. 'I don't know whether you are trying to be personal or not——'

"The P. A. broke him off with: 'If it comes to a show-down, Weston, I am not only trying to be personal but I hope I am being. Your line of humor and your slap-'em-on-the-back style went out about the year of the Spanish-American War, but you haven't discovered it yet. As I said before—good-day!'

"Weston flushed, hesitated, clenched his fists, and then walked out, slamming the door. The purchasing agent rose and crossed the room twice, his own face red, and said to the friend who had witnessed the scene: 'There you have the sort of salesman who drives a self-respecting purchasing agent to strong language. Speaking generally, Weston is only a harmless ass, but it is his small-town bribery game, with his insolent air of imparting a confidence, that makes him impossible.' "

The purchasing agent was right—absolutely right. There are familiarities attempted by the unthinking salesman that can never arouse any-

thing but antipathy. They certainly are not useful in arousing interest in the goods.

Chapter IV

Arousing Interest vs. Furnishing Entertainment

339. *Effective Talk Is Better than Entertaining Speech.*—We frequently meet a salesman who seems to be an exceptional talker. Because he is able to "rattle off" a continual "chatter" regarding his proposition, he is often credited with being a good salesman. The fact that he is a ready and fluent talker is, of course, much in his favor. Together with other qualities, this gift would of course help materially in his business career. But, without the other qualities, he might be no salesman at all—merely a tiresome bore.

Avoid tiring the prospect with your excessive and rapid flow of ideas. Avoid also any show of "glibness," for the prospect will often interpret it as a proof of light thinking. He will assume that you "have your speech well learned," that you really feel no particular, vital interest in the goods or in him, and he will be no more moved by you than by a recitation from a phonograph.

Do not assume that you are, or will become, a good salesman because you are a fluent talker; and because you talk haltingly, do not assume that you are heavily handicapped in the business game. The only kind of fluency worth much in this game is a steady, even, and inexhaustible flow of statements of fact about the services of your goods;

and that kind of fluency one man can learn almost as well as another.

Anyway, there are things more impressive to a prospect than fluency. Talk slowly enough so that every sentence will be understood, and its meaning sink into the hearer's consciousness before he is hurried on to a new one. In fact, it is often good policy to seem to pause and labor a little in the framing of your thoughts; for you thus appear less mechanical and insincere, and appear to be thinking directly about the present prospect's individual case. You meet him on an intimate, friendly basis, and will often sell him when a "smooth" talker would merely amuse or perhaps offend him.

But, after all, the main thing is not the manner, but the spirit in which you speak. Let your speech be absolutely sincere, let it be confident, earnest, and enthusiastic; and, whether fluent or halting, fast or deliberate, the effect will certainly be good.

Remember also that sincerity means naturalness—the expression of your own mental and emotional type rather than that of some one else. Beginners are apt to imitate the speech of a teacher or some successful salesman whom they admire. This is permissible while "discovering yourself," and learning a style which will express your own nature. But do not imitate too long or too closely. It will make you seem insincere and, perhaps, ridiculous.

If your speech is too fast, speak slower; if too low, speak with greater force; if it is mumbled, practice using your lips to make it more distinct;

if it is harsh, discover the unused or partly used chords, and "place" the voice upon them. *Give your attention* to these things. Make a conscious effort every time you speak. A week or a month of such practice—which need not consume a moment of extra time—will show marvels of improvement, and will establish habits which you will probably never abandon.

Expressiveness in the voice may be attained in one of two ways. You can learn the meaning of different *tones*—pitch, degrees of loudness and so on—and mechanically imitate. But this method is wrong because the one using it sounds—and probably is—insincere. The better method is to *think* and to *feel* what you are saying. Visualize the subject. Do not recite the prospect's needs and the services of your goods in a formal, unthinking fashion, but *force your mind to dwell with exactness and intensity upon the point which you are making.* This is the rule that actors follow, and they reproduce many and varied emotions to the very life.

340. *Interest and Entertainment Are Not Synonymous.*—A very fluent and entertaining salesman had just completed his demonstration to an apparently interested prospect, when the latter leaned back in his chair and said: "You are certainly a great salesman, Mr. X, I wish I had your ability to entertain men!"

That was an eye-opener to X. Up to that time he had been only moderately successful in getting orders. He had little difficulty in obtaining an audience with men. His pleasing and winning

personality disarmed prospects and he got in to see them readily. Nor did he have very much opposition when once launched upon his demonstration. He was, indeed, a fluent talker—a master of English and expression. Moreover, he was always a gentleman. But, with all those natural and acquired endowments he stood far down on the roll of salesmen employed by his house—about 100 men. Far above him in earning power were men with not half his gift of entertaining speech. So, when that prospect gave out the expression quoted, X suddenly became aware of his *failing,* and he came back with this: "You are mistaken Mr. Prospect, I am *not* a great salesman. In fact, up to this point in this pleasant interview with you, I am only an *entertainer,* not a salesman at all."

Then a brilliant idea occurred to him, and he continued: "And there is a reason for that, Mr. Prospect, I prefer to have *you sell the goods to yourself;* for when you are once sold on this proposition, nothing under the heavens will unsell you. When you have convinced yourself that this proposition is exactly what you *must* have; when you have *sold yourself* that idea, you will stay sold. Now, you acknowledge, do you not——?" And at that point, X launched into his secondary selling-talk and wound up by getting an order.

Thereafter he capitalized his power to entertain by frankly saying to a prospect: "I am not here to *sell* you anything. I shall show you what I have, but you must sell it to yourself. *You* are the salesman, in this case, while *I* am just an entertainer, let us say."

Now, that was a clever way to put it, and his sales jumped by leaps and bounds. He made men think, maybe not less about *his* ability as an entertainer, but more about *their* own part in the demonstration. They became more interested in the goods than in an entertaining man.

You may talk and talk and be very entertaining and yet not arouse interest in your goods. Check yourself up on these things and deliberately set out to interest as well as to entertain.

Chapter V

The Thermal Values of Zeal

341. *Hot or Merely Lukewarm, Which Are You?*—The world has been moved by zealots. There are good and bad zealots, depending on whether they were inspired by constructive or destructive ambitions. Great movements forward in the social and political order have been led by zealots—men *boiling over* with enthusiasm. The word "zeal" comes from a Greek word which means to *boil,* to *effervesce* as though boiling. Wherever there is boiling there must be heat, and heat means fire somewhere as the cause.

Now, heat warms up everything near it. Heat melts ice—its opposite. A zealous salesman, a salesman *on fire* with interest in his goods, and what they will do for the prospect, has a wonderful advantage over the lukewarm man—the man who only half believes in his goods. The zealous man carries a fire with him that burns away obstacles, that melts opposition, that fuses interest

with desire, and desire with action. Zeal is the strong word; the usual one which we are accustomed to connect with human earnestness is enthusiasm.

342. *Enthusiasm Melts All Barriers.*—Enthusiasm is a kind of inspired earnestness in the sale and distribution of your goods. Aside from confidence, there is no single trait which salesmen so much admire and praise. It can sell goods, great quantities of goods, when practically all the other so-called requisites of the art are lacking.

Enthusiasm will cause you to study again and again the Science of Salesmanship, and to get ready for the application of that science by following out with unflinching regularity the rules for personal development. When you engage actively in the selling game, it will cause you to call upon the greatest possible number of customers, and sell them the largest possible quantity of goods consistent with their needs and ability to pay.

The Lacedaemonians were enthusiastic about war; and they, declares Plutarch, were "not wont to ask *how many* but *where* the enemy are." The same may be said of every true salesman. Enthusiasm expects to win, thrills with the idea of winning, and counts no effort lost that will help toward the goal.

One authority humorously sums the matter up: "Enthusiasm breakfasts on obstacles, lunches on objections, dines on competitors, and rests in peaceful slumber on their scattered tail feathers."

But besides impelling one to harder work, enthusiasm adds to the productiveness of his efforts.

Customers do not like to disappoint an enthusiastic man. They incline to buy from him even when they half suspect that his proposition is worthless. The men who provided financial backing for the inventions of Field and Morse had so little tangible grounds for their support that they felt it necessary to apologize to their associates. But, in spite of doubts, enthusiasm won them. Men who sell worthless oil stock are invariably enthusiastic. Why should not you be, in selling honest goods?

And as a matter of fact, doubt and suspicion seldom endure long in the presence of enthusiasm. This quality is especially apt to communicate itself to others. A salesman with overflowing, irrepressible enthusiasm soon stirs the prospect as he himself is stirred. The barker at a circus glows and expands and fairly floats away in feelings of wonder and awe as he describes the marvels of the big-top; and people who had formerly thought equestriennes and juggling elephants rather dull entertainment, begin to thrill with him, and can hardly be restrained until the rope is down, so that they may enter.

That is what a salesman should be—enthusiastic. He may lack many another valuable quality, but if he is enthusiastic enough, customers will crowd for the entrance so fast that he can hardly make change.

The fountain head of enthusiasm is *good health.* Relieve your body of its pains, fill it with energy and buoyant good feelings; then you will be so enthusiastic about mere living that every

kind of activity, from the lightest play to the heaviest work, will be uplifted by the same impulse. Then study your work. Study your goods to discover new kinds of service, and to magnify the old. Study the general need of your goods, and the particular need of the man you are canvassing. Compare the *promised* services and the *actual need* until you feel that if the two are not brought together the result is going to be positively calamitous.

Get the missionary spirit. Know that you must carry the gospel of your goods into the dark consciousness of every likely prospect. Associate whenever you can with men handling the same goods and doing well with them. Seek the company of enthusiastic men; for just as you can enthuse others, so others who have the quality can impart it to you.

And, when you feel enthusiastic, *do* something; for *using* the quality is the best way to conserve it. If you sit still and attempt nothing when the fervor of achievement is upon you, the inspiration will fret itself a while and soon die out; and another time it will be much harder to arouse. Start at once; attempt the thing that you aspire to do. Enthusiasm is like the milk in the wonderful pitcher—the more you pour out for large and worthy purposes, the more you will have.

To get and hold the attention of a prospect and to arouse his interest, is a man-size job. But you can do it if you, yourself, cultivate those traits which make you an interesting individual. That is *your* job.

Questions for You to Answer

1. What is interest and why must it be held?
2. What is the difference between interest and curiosity?
3. Give examples of associated interest.
4. Name and discuss the first three motives which arouse interest.
5. Discuss the motives of pride and pleasure in relation to interest.
6. What is the first value of tact?
7. When is it necessary to use harsh measures with a prospect?
8. When should you cease the attempt to induce desire to buy?
9. Name some of the conditions which naturally hinder the creation of interest.
10. What would you say is the value of love for one's goods?
11. What impression does Section 334 make on you, especially the story of the two women?
12. What about sidetracks? Will you avoid both kinds hereafter?
13. What did you get from Section 337?
14. Is it worth while in the long run to bribe buyers?
15. What is the difference between *entertaining* a prospect and *interesting* him?
16. What are the real values of enthusiasm?

Good Books Suggested for Further Reading

On the subject of Judging the Customer, there are two books which will give you helpful information, viz: "Character Reading through Analysis of the Features," by Gerald Elton Fosbroke, and "The Science of Approach," by Wilson M. Taylor. The latter may be secured from Wilson M. Taylor, Inc., New York City. Our Lecture No. 5, is taken from this book and indicates its value.

Three other books will give you some valuable aid in dealing with human nature, although they do not go into the question of character analysis. These are: "Business Profits and Human Nature," by Fred C. Kelly; "Human Nature in Selling Goods," by James H. Collins; and "Influencing Men in Business," by Walter Dill Scott.

You will make no mistake, either, in buying "Successful Salesmanship," by Theron Q. Dumont, together with "The Efficient Life" and "Mind and Work," both by Luther H. Gulick.

These books may be ordered from Association Press, 347 Madison Avenue, New York.

LECTURE NO. 5

The Science of Approach

By

WILSON M. TAYLOR

WILSON M. TAYLOR

THE author of this lecture speaks out of a very broad experience as salesman, sales manager, and sales efficiency expert. A number of years ago he was the general representative of the Sheldon School of Salesmanship in the State of Michigan and trained hundreds of men in the science of selling.

From that position he went with the Willys-Overland Company and organized the Sales Efficiency Department, which trained all of the new salesmen for the company itself and for its distributors.

When we jumped into the Great War, Mr. Taylor volunteered as an Employment Expert and was placed at the head of one of the most important government departments, where he had charge of employment and the training of employment managers. Since the war he has devoted his time to the selection and training of men and women for their jobs with various concerns.

During all these years he has made a special study of human nature and the best way to deal with it. This lecture contains some of his basic facts about judging men. Use them in connection with what you have learned in Lesson 9 and you will be able to handle men with greater ease and satisfaction.

From "The Science of Approach"
Copyright, 1920, by Wilson M. Taylor, Inc.
All rights reserved

THE SCIENCE OF APPROACH

SUCCESS in contact with men depends largely upon your ability to judge them correctly, and then to adapt yourself to their personalities or environments. To be able to detect a man's strong points and his weak ones gives you an immediate point of contact which is essential in getting favorable action on your proposition. The fit advance; the unfit decline. Advancement depends upon adaptability and decline upon inadaptability to environment.

To give you a clue to the Science of Approach, suppose that I send you into a kennel where there are twenty dogs, ten of them greyhounds, and ten bulldogs. Now, you have never been in this kennel before and I tell you to bring out all the greyhounds. You would not have any trouble in selecting the greyhounds from the bulldogs, would you? How would you be able to tell the bulldogs from the greyhounds? "Why," you say, "by the length of their legs, by the length of their hair, by the length of their heads and noses, by the width of their heads, by the length of their bodies and the general texture of their make-up." In animals, as in men, nature is simply expressing different traits of character in their physical bodies. In men and women we find some traits of character indicated by the natural color of the skin and hair and eyes. These colors, like all colors, are the expression of rates of vibration; not the vibration of light reflected from the skin, but the rate of vibration of the individual.

What is vibration? I take it for granted that

you are reading this book under an electric light. You know that an electric light is an incandescent filament of carbon or other substance inside of a glass globe. You know that the carbon is black when the current is off, and, when the current is turned on, the carbon turns white, because the electric current changes the vibration of the atoms composing the carbon from a very low rate to a very high rate of speed. The carbon changes in color from black to white or yellow, simply because the rate of vibrations within the carbon has been changed from a very low rate to a very high rate.

Everything in nature is vibrating, from a very low rate as in stones, metals, etc., to a very high rate as in the delicate petals of a rose. Each individual, man or woman, has a definite and distinct rate of vibration. This rate of vibration can be changed temporarily at will by the individual, if he or she understands the law pertaining to the rate of vibration. The reason why you like some people, when you first meet them, is because their rate of vibration harmonizes with yours. For the same reason, you dislike other people, when you meet them, because their rates of vibration are not in harmony with yours.

A little later, I am going to give you a table, from 100 to 0, so that you can immediately determine the rate of vibration of each individual you meet and thereby adjust your own rate of vibration so that your rate will harmonize with his or her rate. To raise your rate of vibration, talk faster than is your habit; raise the pitch of your voice and accelerate the movements of your hands and arms. To lower your vibration, talk

more slowly than is your custom; lower the pitch of your voice and hesitate between sentences or words. Let all your muscles relax, and thereby you will lower your rate of vibration.

Every human being is generating a charge with a given kind of force. One person is generating a "Light" kind of force, another is generating a "Dark" kind of force. This force may vary as to degree (see scale printed on page 5) and may be changed at your will so as to harmonize with that of your prospect.

The difference of disposition of the two classifications, "Light" and "Dark," is more easily accounted for when one understands the form of force which determines each.

The "Light" type is vibrating at a higher rate of speed; consequently, he generates his energy in a vigorous manner. He is necessarily active and changeable. He is radiant, optimistic, hopeful. All his activities will be characterized by quickness.

The "Dark" type is vibrating at a lower rate; consequently, he generates and expresses his life more slowly. He is constant in his friendships, concentrated, and slow. He, literally, does not live as fast as the "Light" type. He is less optimistic but more constant.

Characteristics of the "Light" and "Dark" Classes

THE distinguishing characteristics of the "Light" classification are transparent skin, white, ruddy, or florid coloring; light brown, golden, or red hair; blue or gray eyes.

The distinguishing characteristics of the "Dark" classification are brown, olive, dark, or swarthy color; dark brown or black eyes; dark brown or black hair. Persons of this classification are remarkable for concentration of mind, self-control and dignity, seriousness of disposition and constancy of affection.

Individuals of the "Light" type are inclined to avoid hard tasks, that is, tasks which take considerable hard work. They seldom have the patience necessary to become deep students. They learn quickly, however, grasping instantly the significant thought of a subject and, from their great versatility and flexibility of mind, often become great leaders.

Those of the "Dark" classification, on the other hand, having less love of publicity and greater feeling of personal responsibility, do not seek public places but are inclined to industrious pursuits and are much less luxury-loving. Their tendency is to take life more seriously. They are students, investigators, plodders. It is to this type, that we owe almost all technical learning, patient research, and scientific discoveries.

A person of the "Dark" classification enjoys the association of a few close friends, a companion or two, or will be content to spend a large portion of time in study by himself. He enjoys animals, children, the woods and fields, and is, therefore, found less often in places of amusement than the "Light" type. The "Light" type usually is hopeful and optimistic; the "Dark" ordinarily is more cautious and prefers to take no chances.

To enable you to form an accurate judgment as

to the degree of "Light" or "Dark" characteristics possessed by any given individual, I have expressed the different degrees, as nearly as possible, in a schedule, ranging from 0 to 100, as follows: rate 100 to 60, "Light"; rate 50, balance; rate 40 to 0, "Dark."

Rate 100. Albino. White hair and skin, pink eyes.
Rate 90. Flaxen hair, light blue eyes, pink skin.
Rate 80. Golden hair, blue gray eyes, fair skin.
Rate 70. Red or auburn hair, blue gray eyes, freckles, ruddy skin.
Rate 60. Light brown hair, dark blue eyes, tinted skin.
Rate 50. Brown or black hair, gray eyes, medium light skin.
Rate 40. Brown hair, light brown or hazel eyes, medium skin.
Rate 30. Dark brown hair, dark brown eyes, brunette skin.
Rate 20. Black hair, black eyes, olive skin.
Rate 10. Brown race, yellow race, mulattoes.
Rate 0. Negro or black race.

It is important that you find out just what your own rate of vibration is. I would suggest that you use the table above to find out your own natural rate of vibration and write it in this book. (My rate of vibration is.....)

Between the two extremes, the Albino and the Negro, are contained all the races of people. The Albino manifests, to an extreme degree, all the characteristics of the intense "Light" force. The Negro manifests all the characteristics of the "Dark" force. We have a modification of these extreme characteristics in mankind in general, as

the colorings are modified. I cannot see that any one type has a monopoly of all the good things of life, or that one is better than the others.

Regulate Your Vibrations to Your Prospect

DIFFERENCE in the rate of vibration explains why some people like you and others do not. As for example, one man will have a very high rate of vibration (rate 80). The other man may have a very low rate of vibration (rate 30). The man with the high rate of vibration becomes irritated because the man with the low rate of vibration talks so slowly, while the man with the low rate of vibration becomes irritated because the high-rate-of-vibration-man talks so quickly. As a matter of fact, neither of the men understands just why he is irritated. Whereas, if one of them understood the principles that are given to you in this book, he could adjust his rate of vibration so that the other man would feel much more comfortable while with him.

When meeting your prospect, it will be of great value to you to find out his rate of vibration, and immediately adjust your rate of vibration so that it will harmonize with his. In doing this, you will be giving him what he likes, and he will naturally feel easy when he is talking to you. You are trying to make your prospect think as you think; you believe in the value of your product and, before he will give you a check and close the deal, he must think as you think. Hence, the better you can adjust your rate of vibration so that you will really become in "tune" with him, the sooner he will think as you do about your line. When you

want to make a cat purr, what do you do? Why, you stroke its back. Could you expect the cat to purr, if you pulled its tail? So, give your prospect what he likes, *in the way he likes it.* Unprejudiced observation will soon convince you of the truth and practicability of these principles in the sale of your line or services.

Now, it is not necessary to know whether your prospect's rate is exactly 50 or 70. As a short cut, if your prospect's eyes, hair, and complexion are lighter than yours, you may take it for granted that his rate of vibration is higher, so you want to talk a little bit faster than you are naturally accustomed to. You will then be raising your rate of vibration to correspond to his. If his hair, eyes, and complexion are darker than yours, lower your rate of vibration by talking more slowly than you are accustomed to. It has been my experience that this one chapter alone, put into practice, immediately works out in a most amazing way. You yourself can easily apply it. It is simple and practical. Begin it today.

The "Quick" and "Slow" Classes

WE now want to know how the prospect will express the "Light" or "Dark" inherent qualities in action. For this purpose, we study what I have termed the "Quick" and "Slow" classifications. It is known that, generally speaking, substances or chemicals, which are sharp and penetrating, are *quick* in action; while substances or chemicals, which are mild, are *slow* in action and less penetrating. "Quick" substances produce decided impressions on the organs of sense, while

"Slow" substances produce mild or less decided impressions on the sense organs.

It is the universal law of nature that objects which are sharp are penetrating—"Quick"; while objects which are dull and blunt are not penetrating—"Slow." This law applies, without modification, to man.

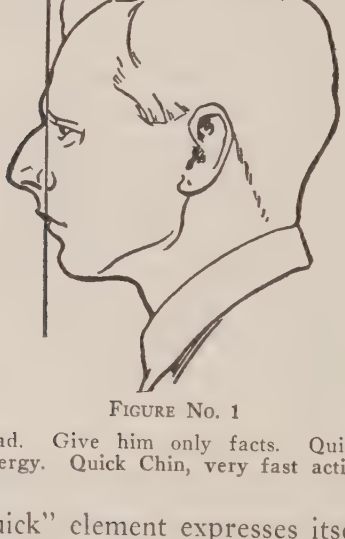


FIGURE No. 1

Quick Forehead. Give him only facts. Quick Nose, good energy. Quick Chin, very fast action.

The "Quick" element expresses itself in sharp forms. The "Quick" element is indicated by the general sharpness of features. The face is sharp in profile. The forehead is most prominent at the eyebrows, withdrawing as it rises. The nose is prominent, high in the bridge or Roman. The chin is retreating. (See Figure No. 1.)

People of the "Quick" classification have great mental and physical energy. They are quick and active in their bodily movements. Mentally, they

are keen, alert, and penetrating. They are, usually, very decided in speech and action and, sometimes, abrupt in manner.

The "Slow" element is indicated by a bluntness of feature. The face is broad in general outline; dish-shaped in profile. The forehead is prominent and wide in the upper portion, medium in development at the eyebrows. The nose is snub. The

FIGURE No. 2

Slow Forehead, details only. Slow Nose, poor energy. Slow Chin, deliberate action.

chin is broad and prominent at the point. (See Figure No. 2.) People of the "Slow" classification are inclined to be passive, deliberate, self-controlled, reasonable, and reliable. They are companionable, and can do patient, plodding work without irritation.

Now, do not get an erroneous impression from what I am telling you of these extreme classes. Do not think that, if one is "Quick," one is neces-

sarily bad-tempered and ill-natured; while, if one is "Slow," one is charming and attractive. This may or may not be true. One may belong to either class and be either socially attractive or repulsive.

Any feature (such as the forehead, nose, or chin) which is "Quick," sharp in form, belongs to the "Quick" classification. Any feature which is "Slow," dish-shaped in form, belongs to the "Slow" classification.

Forehead { (Quick)—keen perception, quick thought, facts. (Slow)—slow perception, deliberate thought, details.

Look at Figure No. 1. You know that this man has a quick forehead. It is a well-known fact that the perceptives lie just above the eyebrows. It is by means of these that you perceive things; hence, they are called the perceptives. Now, the reflectives lie just above the perceptives, and it will be noted that Figure No. 2 has the reflectives well developed. Hence, in talking to a prospect who has a "Slow" forehead, you should talk to him only in details because his perceptives are so small and his reflectives so large that he can make up his mind only after he has received a great many details about your product. On the other hand, in Figure No. 1, his perceptives are so large and his reflectives are so small that he can make up his mind only when you present to him the salient facts about your product. Here we have two different people. If you had one set sales-talk and that sales-talk was successful in selling one of them, you may be sure that you

would not sell the other whose mind works in an absolutely different way. Hence, your efficiency would be about 50%; but, when you change your methods of approach and talk to each prospect as *he* wants to be talked to, you cannot fail to increase your selling efficiency.

Physicians tell us that when one has an excitable heart he has very quick action but not much endurance; but it has never been fully explained why it is that one having a "Quick" chin, as you will note in Figure No. 4, always has an excitable heart. However, you will have to take this as a statement of fact, as I have found it to be absolutely correct in thousands of cases.

FIGURE NO. 3

Quick Forehead, quick thought, facts. Medium Slow Nose, fair energy. Slow Chin, deliberate action. This man would act only after considerable pressure.

So, when your prospect has a "Quick" chin, be careful not to make any statement that will give him an opening to say that he does not want your

product. On the other hand, in Figure No. 3, you will note that the man has a "Slow" chin. His action will be extremely slow; and, while he will tell you he has made up his mind to buy the product, he will want you to come back to see him some other time, because his action is so very slow and his endurance is good. Hence, you will have to bring to bear upon him all the "do it now"

FIGURE NO. 4

Opposite type of Figure No. 3, Forehead Slow, nothing but details. Nose Quick, good energy. Chin Quick, quick action. This man will make mistakes as he will take action before he has made up his mind.

arguments that you have in your sales ammunition. But, if *you persist,* he will take action and make the investment. Of course, you must remember that your prospect may have a combination of different classifications such as (Figure No. 3) "Quick" forehead, facts; "Slow" nose, poor energy; and "Slow" chin, deliberate action; or

your prospect may have (Figure No. 4) a "Slow" forehead, details; "Quick" nose, good energy; and "Quick" chin, quick action. Here is a type of man who will make mistakes. He has a "Slow" forehead and requires a great many details to make up his mind; however, he has a "Quick" chin, quick action, and is likely to jump at conclusions and act before he has fully made up his mind. Then, when he finds he has made a mistake, he will say, "I did not *think,*" which was exactly the truth. In fact, some men only think they think they think.

Contrast the Five Types

IN sizing up your prospect, you will be able to tell the "Quick" face from the "Slow" face if you will draw a mental line straight up and down from where the nose joins the face to a point so that it splits, exactly in the center, the little wing on the side of the nose, that is, the little hump just above the opening of the nostril. Glance again at Figure No. 1 and you will notice that the forehead slants back from this line and the chin also slants back; hence, you can tell that the type characterized by the features of Figure No. 1 has a "Quick" forehead, facts, and a "Quick" chin, quick action. In Figure No. 2 you will note that I have drawn the same line and that the forehead bulges out beyond the line and the chin protrudes beyond the line. You will also notice that the nose drops below the straight line, showing that this type has a "Slow" nose, poor energy. In Figure 3, the forehead slants back of the line showing that he has a "Quick" forehead, but not as

"Quick" as in Figure No. 1, and the chin comes out beyond the line, showing that he has a "Slow" chin, but not as slow as in Figure No. 2. Also, note Figures No. 4 and No. 5.

Out in the garage, we have certain machines, tools, or instruments with which to accomplish a given kind of work; we turn nuts with a wrench, drive nails with a hammer, grind valves with an

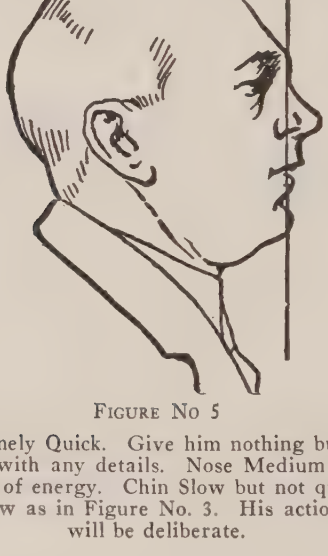


FIGURE NO 5

Forehead Extremely Quick. Give him nothing but facts. Don't bother him with any details. Nose Medium Slow, fair amount of energy. Chin Slow but not quite as slow as in Figure No. 3. His action will be deliberate.

instrument made especially for grinding valves, and tighten screws with a screw driver. All of these instruments are made to turn out certain kinds of work, and, in the hands of a skilled workman, can be made to accomplish successful results; but, if the workman is not intelligent or skillful, and attempts to drive nails with a screw driver, or

to tighten nuts with a hammer, he will not accomplish much. He wastes time and energy and the results are not so good. "But," you say, "any man would know better than to be guilty of these blunders." In using mechanical tools no doubt he would, but how many thousands of people there are who do not know what kind of brains they possess or what kind of work they are best fitted by nature to do!

In making your observation of people, you must follow a system. Some gaze at an object for hours and gather very little knowledge about it, while others get a whole fund of information at one glance. Learn to *observe* men and women for the purpose of dealing with them easily and with least friction or resistance. Our business is to take advantage of everything in observing our fellowmen, so that we can handle them, when necessary, to mutual advantage.

Mr. Taylor's "Science of Approach" is offered, not as an accepted and approved scientific method of judging character, but as an interesting example of a recent trend in salesmanship instruction. There are other methods of judgment which find favor among successful salesmen. The value of this method is that it concentrates the attention of the student on the characteristics and qualities of the prospect, which is one of the fundamental principles of salesmanship.

LECTURE NO. 6

The Seven Buyers I Have Met

By

RALPH BARSTOW

RALPH BARSTOW

THIS lecture is taken, by permission, from *System,* which published it not only for its intrinsic value to salesmen, but because of the unusual occasions attending its delivery.

Mr. Barstow was an officer of the A. E. F. and gave this lecture to officers and enlisted men attending the educational courses after the armistice. It was given first at Camp Williams, then at Is-sur-Tille at the Lycèe; at G. H. Q., Chaumont; at the Sorbonne, in Paris, to the American students attending the University of Paris; and finally, at the A. E. F. University in Beaune.

Mr. Barstow speaks from a very wide experience, covering twenty years, as retail salesman, jobber salesman, and specialty salesman. In addition, he has been advertising manager and sales manager; and at the present time is Sales Promotion Manager for the Greenfield Tap and Die Corporation.

THE SEVEN BUYERS I HAVE MET

IN SELLING, we inevitably come to the law of compensation. I advise you to read Ralph Waldo Emerson's essay on "Compensation," which deals with this subject as applied to human relations. Compensation very briefly stated is this: Nature invariably works to establish an equilibrium. Take a pendulum, raise it to one side, then release it. It immediately swings to the other side. Why? Because Nature is seeking to establish an equilibrium. Then it swings back to the other side again, but not so far as at first. It continues to swing back and forth, a little shorter distance each time, always a little slower, until finally it stops altogether where it was hanging at first. It is the law of compensation. Nature has again established equilibrium.

The rivers and the streams up in the mountain regions of France are trickling down to seek their level. They are always seeking that level—the sea. The minute a drop of water comes down and strikes the earth it starts for the sea level. Of course, it does not always *reach* its level, but it is constantly striving to do so—another operation of the law of compensation. To have all this water seeking and perhaps reaching its level would never do, so we find that it is constantly being vaporized and drawn up again into the clouds, whence it came. This process happens over and over again.

I push against you and you push against me; I believe we call that hand-wrestling. You let the

other fellow *believe* you are pulling against him; then you let go suddenly and you have him off his balance. In salesmanship we use that law of compensation to establish balances.

The Normal Type of Buyer

FIRST of all I want to bring out the *normal* type of mind. These classifications don't represent the normal *man.* Just bear this in mind: there is no such thing as a normal man.

A man may be friendly, suspicious, bored, busy, angry, or cold. He may be in one of these attitudes at one time and later he will be in another. For instance, we get into the habit of thinking of a man as cold because, whenever we see him, he *appears* that way to us. But possibly he is a very warm type of man when he is away from the office. He has simply adopted a certain *attitude* under those circumstances. Feel your buyer out when you first come into his presence, and see what attitude he is in. It will change from time to time; possibly his attitude of mind is different every time we make a call on him.

We must be on the lookout for these changes. None of us can continuously maintain an attitude without change. We are constantly shifting our base, our attitude. It is generally in the direction of the thing we are concentrated on. These states of mind are temporary ones. For instance, a man's breakfast may have a strong influence on his feeling, his state of mind, all day.

What *is* the normal attitude on the part of the buyer? It is the understanding that he must give an amount of time every day to seeing salesmen

so that he may find out what is happening in the world, what is new and to his advantage. He can't go out and seek those things for himself; hence he is dependent on the salesmen to bring them to him. He will listen courteously and be interested, without committing himself to your proposition. We meet a few of that kind occasionally—but only once in a while. That is the *normal* type of buyer, but far from the *usual* type. Your attitude toward that man must also be normal.

The Friendly Buyer

NOW WE come to the *friendly* type of man. I don't mean the friendly type to represent the man who knew you in high school or who has met you some time or other. I mean the man who never saw you before. He comes up to you and says: "Good morning. What can I do for you?" Look out—there is trouble ahead somewhere. He mistakes you for a customer. Either that, or else he is a suave *oil can* that will grease your way out the door. I have seen good salesmen tripped up by that attitude. In Chicago one afternoon I was working with one of our boys, when we came to a real estate office. I suppose the man was renting a house or something to some one. He looked up and said: "I will be with you in a minute." When the customer had gone he turned to us, and, rubbing his hands together, said: "Now, what can I do for you?"

"I am from the So and So Company."

"You are a salesman, are you?"

"Yes."

"Can't see you today. Too busy." And he turned to some one else.

Suppose you go into a store and meet that kind of individual? How are you going to get around that? You know the merchant has to be ready to greet all possible customers with a smile. That is part of his business. He may have a regular Chamber of Commerce smile. Well, suppose you go into a store. The merchant mistakes you for a customer, smiles, and says: "I will be with you in a minute." He is bound to be embarrassed when he finds out his mistake, so you have to save him that embarrassment. He has a professional attitude toward the people who come into his office or store. The next man may be going to buy. He has to be pleasant to play his game. When he looks up, he has to smile. It is a professional smile. We all have to smile professionally. But make it a genuine smile; be genuine about those things if you possibly can.

You know we start making believe we like a certain thing or a certain person and we generally end up that way—by liking it or him. Well, you have to save this man any embarrassment. Check him before he gets a chance to speak and say: "I am a salesman."

You must immediately correct his mistake, so you say: "Don't be pleasant to me; I am not a customer for you, you know. I am a salesman."

"Sure, come on in and sit down," he's likely to answer. Then right off he says to you: "What have you got?" You go ahead and tell him about your proposition. He doesn't ask a question, but encourages you to go ahead. After you have got most of it out of your system, and the pain and

pressure of it are off your chest, he says: "Have you been with this firm of yours long? Do they give you good pay?"

"Yes."

"Well, a good man like you should be out selling such and such a line. Do you know So and So over there? They are fine people. They will treat you right. Go around and see them. Here is my card. Tell them I sent you. Well, good-by, old man."

And out you go. Where is your order? You have been sidetracked.

I often have to see salesmen at my desk. After they have talked for a few minutes about their proposition I have it pretty well sized up. Suppose I don't want to buy? I don't like to tell that man I don't want this or that, because I have been through the mill and up against the same game. I don't want to discourage him in any way. I want to encourage him if possible without buying his goods. I want to tell him how good he is. It gives a man a little more enthusiasm—a little more steam. Do that, if you have occasion to see salesmen, but don't let prospects pull it on *you*. If a prospect starts on that line—tells you how good you are, that you should be handling another line, and that you should see So and So for another job—don't let him sidetrack you. You want his order. So tell him: "I will get that job as soon as you sign up here," or, "I will be a better salesman by getting you to buy this." Remember, *get that order*. Get him to sign the order. That is what I mean by saying, look out for the *friendly* buyer.

The Suspicious Buyer

NEXT IS the man who is *suspicious*. You should immediately ask yourself, when you meet this type of man, "Why is he suspicious? What has happened? What is back of all this suspicion?" You have met them in the States—back home. Some men are always that way. They are "hicks" whether they live in the city or in the country. They are always suspicious. Why? What makes them suspicious? It often is because they are *crooked*. Look out for that.

Or, more than likely, it is because the suspicious man has recently been "stung." How are you going to overcome his suspiciousness? He probably thinks that because one salesman has stung him they are all going to do it. The French have an old saying:

"A cat which has been scalded with hot water will run from any kind of water."

So it is with this man. He thinks that all salesmen are crooked because somebody has put over a "phony" deal on him—because he has met one or two that way. Handle him with frankness and candor, and with proof.

Suppose you are going to a man who doesn t believe in advertising in newspapers. You want to sell him space in your paper. He doesn't believe people read it; he doesn't believe they would believe it if they read it; and he doesn't believe they will buy anyway if they do believe it. You know the kind. How are you going to sell that man a "three-column-six" in your paper? By proof and frankness. So you say: "As a matter of fact, Mr. Jones, we don't have a circulation

of 75,000. It is actually only 72,400, but I don't tell that to everybody. There are a lot of people in our city who do not read the *Illuminator,* but we have found that several thousand people do. As a matter of fact, out of several thousand people who read it, not all buy goods. Quite a number of them do, however. So and So used such space and made such and such a number of sales." Then mention to him the results that some one in his own line has secured by advertising in your paper. "Mr. So and So got such and such results by the use of our paper as an advertising medium. Advertising in our paper will pay you better than putting another salesman in your store." Remember, work your *proof* from start to finish. Make no statement you can't prove right in front of him. Prove five or six things, and he will commence to believe you. Your proposition has to be good enough to justify his belief.

The Bored Buyer

WHY IS he bored? Well, I will tell you. He is bored because probably for the last twelve years he has been listening to salesmen. He has met all kinds and types. He has heard all the jokes and stories and he is tired of them all. He is tired to death of salesman. You know how bored you get if you have heard a story once and then hear it again. You want something new all the time. What am I going to do to interest this man? It certainly will not do to try to joke with him. Well, I am going to pull off a "dog-fight." He is tired. You can't blame him. You know that when you are home, last night's paper won't

do for you. You must have something new. We seldom laugh more than twice at the same joke. Will you go to the same vaudeville show more than once? Why not? Because you want to see some new stuff, don't you?

So the buyer who has been through the mill wants new stuff. The mind demands a change. We have to give him a "dog-fight." Now you come into the office. Here is this fellow sitting pensively at his desk. You say: "Good morning."

"Good morning," he replies, listlessly.

"I have a little proposition here."

"Yes."

"May I show you something?"

"Yes." (All in a slow, lifeless sort of way). He is going to listen to you, but he won't be thinking of what you are saying. You might just as well have stayed out as come in.

You know how a fight in the street arouses anyone's interest, or how people brighten up when a fire engine goes by. You know how we all run to the window. You know if a couple of dogs are chewing each other up in the street how we all crowd around. So you must pull off a "dog-fight" right in the office. In the case of the fire engine going by, we all rush to the window. What has happened? A strong, compelling interest has entered our minds. And so with him. Your "dog-fight" will get him. You produce some compelling interest as regards your line and catch him.

Some years ago a concern brought out an unbreakable glass lamp chimney. When their salesmen went to a customer and tried to sell him the unbreakable lamp chimney, the customer wouldn't

believe him. Nobody believed it. You simply couldn't sell that way. Finally, one of the salesmen found a *new* way to sell those chimneys. He would go to a store, with one of the unbreakable lamp chimneys. He would open the door, take the chimney from his bag, cry "Look out," and roll the chimney down the floor.

"Did it break?" he would ask.

"No," the surprised retailer would reply.

"We make 'em that way," the salesman would affirm. That was a "dog-fight." See it? Right away he awakened the man's interest.

Suppose you go out in Minnesota where they use Mississippi water to wash with. It is a lime water, very hard, and ordinary soap doesn't make much of a lather in it. You are selling "Rose Queen" soap. It is made for Mississippi lime water—you drop it in a basin and you have a regular cyclone of bubbles and lather. It is suited to that part of the country. They also have very hard water in Michigan. Suppose you are introducing that soap in Grand Rapids. The water is so hard that the soaps on the market scarcely make any lather at all. Are you going into a store in Grand Rapids and say: "I want to introduce 'Rose Queen' soap?"

No. Instead of that you go into a store, and the merchant says: "What can I do for you?"

"Have you any basins?"

"Yes."

"How much are they?"

"A quarter."

"Give me a couple, and a cake of the best soap

you have." You get the basins and the soap. "Got any water?"

"What are you going to do?"

"I want some water."

"All right, there it is." Now you have awakened his interest. Some old ladies in the store have become interested also and are watching to see what is going to happen. Well, you pay him 55 cents for the basins and the cake of soap—a very good investment. You get the water and take the soap you have just bought and start to wash your hands. It doesn't work up any lather, so you say: "It doesn't seem to lather very well, does it?"

The prospect replies: "Well, you know the water here is very hard."

Then you fill the other basin with water, take a cake of "Rose Queen" from your grip and start to wash your hands. Immediately you have a million bubbles. " 'Rose Queen' soap is what you want to sell," you say to the prospect.

"How much is it by the case?"

"Well, how many cases will you have? Sign here." That was a "dog-fight."

Now I am going to tell you of the check protector salesman's "dog-fight." He goes into a customer's office. He is the bored type, so, as the salesman goes into the office, he doesn't say "Good morning." The customer doesn't care, so what's the use. The salesman brings out a blank check from his pocket. Then he takes out a shiny fountain pen (notice that the fountain pen is *shiny*). You know a shiny object has more attraction. A man will take up a shiny object much more quickly

than a dull one. All the time the salesman has said nothing. He opens up: "Will you please sign your legal bank signature?"

"What do you want it for?"

"I am a salesman, I want to *do* something, not *say* something. Well, he signs it. You understand that no man writes twice alike, but his characteristics are always the same, and it is the characteristics of the signature that the clerk at the bank recognizes, and it is on that that he pays the check. Now the salesman goes to work and duplicates that signature. That is easy to do when you have it right before you.

While the salesman is duplicating the signature he does not talk. He finds he gets more absorbing interest if he doesn't say anything. You know the larger a man's bank account the more jealous he is about his signature. Well, if a forger can get the same check form, he won't have much difficulty in forging the man's signature. "I can do this," says the salesman, "and how are you going to prove that the signature is forged?"

Can you figure out a way of applying that thing to your line? I don't mean for you to pull off some kind of stunt that does not lead into your line. What you want is a new, fresh, and interesting way of putting your entire proposition before your prospect.

Don't pull off old jokes and conundrums. You know that old "Why does a chicken cross the road," and "Why does a miller wear a white hat" stuff. Not that. Then, too, you will have to change your "dog-fight." When I get back to the States I will probably have to get a new one for my line.

The Busy Buyer

THERE are two types of busy men. There is the man who is *really* busy. Leave him alone. Don't even say, "I beg your pardon." Get out of the office. Go in and come right out. You can go back again some other time. Then there is the other type—the "you-ask-me-if-I-am-busy" type. You know no man admits he is *not* busy. We all like to *appear* to be busy. But we are not so busy that we cannot stop to do something. You know this type of man. He shuffles a lot of papers around his desk and appears to be terribly busy. Treat him as a busy man. Don't say: "Good morning, my name is Brown—nice day. May I have a few minutes of your *time?*" "Can" it. It doesn't amount to anything. If you have a good proposition, that stuff is going to hurt your sales. Just go in to him and put your proposition to him in a nutshell. Say so and so, so much. Go right to it. When he asks what you want, don't say: "I want to talk to you about my proposition." Jump right in and tell him about it; show him.

Get your proposition boiled down for that man. He is entitled to it. Suppose I am in the home office. The Monday morning mail is coming up. It is always very heavy on that day. There are two or three salesmen in town with whom I must have a conference. I am entitled to the quickest action you can give me. You have got to practice continually until you have your proposition condensed so that when you meet the really busy man you are ready for him. It may take you three months to get your talk down pat, but get it.

The Angry Buyer

WHAT makes him angry? Perhaps he has just come from an interview with the "old man," who has told him how good he is not. He is as sore as a boil. You come in and he looks you in the face, and cries out in a loud voice: "What do you want?" If he is *really* angry, get out and come back another time. If you can get out, do so. But if you can't, don't start to talk. It only makes matters worse. If you can do so without being impolite, sit down. Wait awhile. He looks at you and says: "What do you want?"

Don't tell him. Just smile and ask: "What is the matter?" If you can get him to start telling you what is the matter you are well off. Be a sponge. Absorb everything he has on his mind. Any man who has anything that is bothering him likes to get it off his chest. Let him unburden himself. Draw him out, soothe him, get him to tell you all his troubles, and he will be grateful for the opportunity. You know how much better you feel when you can tell your troubles to some one. Remember that, when you are meeting this type of man. Let him get it all *out* of his system. He feels pleased and grateful.

On the other hand, if it is with *you* that he is angry, or your firm, listen to him without saying anything. If he tries to ride you, and becomes unreasonable, however, don't lie down. Don't keep repeating, "But, but, but"—just say to him: "I want to know all about it." Don't interrupt him. Let him go ahead and tell you; let him keep on talking. Don't stop him until he has told everything. Then ask him if that is all, but do it in a nice way.

After he has finished, then you can start to talk to him, but don't try to do it before. When he pauses for breath say: "Is there anything else? Have you told me everything? I want to find out everything." Ease him up. Let him get it all out of his system first. Handle him with gloves. Suppose he is angry with you because you have made some mistake. He is raving at you. Wait until he is all through, and then say, "Yes, I pulled a 'bloomer.' I didn't realize it before. But I won't make the same mistake twice. No doubt *you* have made mistakes and I feel just the way you did. I am mighty sorry. I mean it. I shall not make it again." You are making a friend of him. Then you can sell your proposition.

If it is your firm he is angry with, when he is all through ask him if there is anything more. Then tell him: "The 'old man' doesn't like to have those things happen. He will want to have that error corrected. I have not the authority to say it is going to be adjusted, but I will do everything I can for you; I shall try to fix it up in a way that will be satisfactory." Treat the angry man that way and you can sell him.

The Cold Buyer

WE COME now to the hardest of all prospects—the *cold, cold* prospect. You go in to see this man. He looks up, and doesn't smile. This cold man won't object to anything you say. When you have finished, you say: "Will you buy it?"

He says: "No!" And you know he *means* it, and out you go.

Somebody has to sell him. He is a wise old owl. He may be a professional buyer or purchasing agent. How are you going to handle him? Wait him out. Beat him at his own game. You come in and he is doing something. You sit down, if you can courteously do so. Finally, he looks up at you, because he has to, and says: "What can I do for you?"

You are silent for a while, then say: "I don't know if there is anything you can do for me" (very slowly, hesitatingly, and doubtfully). "I have a proposition that has looked good to some people." (pause).

"Well, what is your proposition?" (pause).

"Do you feel that you are free, that you care to go into this thing at this time?" (pause). "Or would you rather I would not take it up with you now?"

"What is it all about?" he replies. His curiosity is warming him up. Go as slowly as you can without being rude. And as reluctantly as you can, unfold your proposition to him, using *understatement.*

With this cold prospect, you continue along in the same lackadaisical way. By and by you get him to the stage where you can hand him the whole proposition. Then you say: "Well, we don't sell thousands of them, but we sell a good many." You can carry this right out and can sell that type of man if you put it through in something like that manner. Understatement as leading into your business will put it over. If you don't say anything, he can't contradict you.

I remember a contractor who was a hard nut to crack. You couldn't sell him. When a sales-

man went in to see him he would call out with a loud voice: "What do you want?" One of the boys worked out a plan and tried it on him. It was a success, too. He brought in his machine and laid it on the desk. Then he went out. As he went out the door the contractor shouted at the top of his voice: "Come back here, I am not going to buy that machine."

"What are you going to buy?" the salesman shot back. The prospect named another machine.

This salesman went out and borrowed the competing machine he had mentioned, brought it into the office, and set it on the desk. Then he went out, sat down, and waited for twenty minutes. He said that was the longest twenty minutes he had ever known. He came back and entered the office. The competitor's machine was on the floor.

"How much for your machine?"

"It is $34.30. Make out a check." And the old codger did!

Project No. Three

PROJECT 3

YOUR local Y. M. C. A., let us say, has placed you in the field as one of its representatives to sell this Course in Salesmanship. You are thoroughly familiar with the first twelve lessons of the course and are, therefore, qualified to sell it. Your object is to enroll groups of salesmen who can get together once a week. You must first sell the *idea* of the course to the logical man or official of the company, and get him to agree to assemble his salesmen so that you may address them for enrolment. The company should pay for the courses and permit its men to refund half the cost. During your first day in the territory you call on four types of men as follows:

1. The Acme Tool Company manufactures a special line of machine tools. It also carries, as jobber, a general line of factory tools and special equipment. It has forty salesmen, twenty-two of whom get into the home office on Saturdays, as a rule. Mark Hopkins is general manager of the business, and he is an autocrat. He, and not the sales manager, is the logical man to see. He is forty-eight years old, five feet seven inches tall, solidly built, without fat. He rates about thirty on the Taylor grading. He has a slow forehead, a slow chin, and a medium nose. Head is short, fairly broad, and of average height. His temperament is motive-mental. He

is very conservative but is willing to spend money when he can see profits therefrom. His company has to meet stiff competition and fight for its business. Hopkins is not easy to get at. He is methodical and plans his work and engagements well ahead; for he is really busy. A well-trained information clerk presides at the telephone switchboard in the outer office.

2. Minter and Wallace are partners in a wholesale coffee and tea business. Eighteen of their forty salesmen are in the home office on Saturdays. Wallace takes care of the selling, while Minter looks after the buying and manufacturing end of the business. Both, however, would have to agree on your proposition. Wallace is forty years old, five feet eight inches tall, and growing stout. He rates eighty on the Taylor grading. His profile shows a quick forehead, medium quick chin, and large Roman nose. He is vital-motive in temperament. He has made his way to the top by hard work and has won his success, as he thinks, solely by his innate ability and fighting spirit. His head is broad, medium long, and a little above average height. Competition is keen in their staple lines, but their special brands hold a fine trade. You can walk right into Wallace's office; but, unless you head him off, he will tell you that he isn't interested in "modern theoretical salesmanship courses." He still believes in the "born" salesman, though he keeps his business up to date in other respects.

3. Adam White is an automobile sales agent, having secured the agency about eight months ago. Prior to that, after graduating from college, he sold bonds, with good success. He has not been so successful in selling cars or in getting sales through the five men employed on commission. His name has been given to you by a mutual friend who thinks that White needs the course himself. He rates fifty in the Taylor scale; and has a slow forehead, quick chin, and good Greek nose. He is thirty-five years old and six feet tall. His temperament is motive-vital. He has a long head, medium wide and of average height. White is a thorough gentleman and he thinks a great deal of himself. He believes that his experiences in selling bonds amply qualify him to sell automobiles. He is ambitious and wants to make money. He can be gotten at on the floor of his salesroom.

4. G. W. Murphy is district agent for a manufacturer of jewelry and silverware. He has twelve salesmen who come in on Saturdays. He ranks sixty on the Taylor grades. He is forty-five years old, five feet five inches tall, and mental-motive in temperament. He has a quick forehead and chin. His head is rather narrow, long, and low. He has been only fairly successful in holding trade and salesmen. He is somewhat pessimistic and overbearing, but wants business. He has a small office off the showroom. His stenographer has a desk in the latter and meets all comers.

What You Are to Do

Your Project is to work out a way of dealing with the four types of men in an effort to gain an Audience, secure Attention, and arouse Interest. You will therefore write a plan of procedure adapted to each case and covering the following points:

a. Tell how you got at the prospect; what you did and why, what you said to everybody connected with the incident, and what they said to you.

b. Tell how you got the prospect's attention, what method you used in each case, what he said or did, and what you said and did.

c. Tell how you aroused the prospect's interest, what you said or did and why.

d. Tell what motive you played upon in each prospect in getting attention and arousing interest, and how you shaped your talk to suit each character type.

Instructions

Review Book III, and the two accompanying Lectures before writing out the project.

Write a *complete* paper on each prospect, reporting all that was said and done by everyone associated in getting an Audience, securing Attention, and arousing Interest—*nothing more.*

Read again the Instructions of Project 1 and apply them, as far as are required, in solving this project.

The Salesman And His Sale

Disclosing Methods That Induce Favorable Action with Profit and Satisfaction to Buyer and Seller

BOOK IV

CONTENTS

LESSON 13

PART I: THE SALES-PROCESS

Inducing Desire to Buy

CHAPTER		PAGE
I.	The High Step from Interest to Conviction	3
II.	Inducing Desire through Suggestion	9
III.	Nurturing the Emotions Which Control Desire	14
IV.	Get the Prospect into the Picture	19

PART II: THE SALESMAN

Putting Art into Selling

I.	A Painter of Mental Pictures	26
II.	Training Imagination to Work Constructively	31
III.	Dangers in Extremes of Suggestion	36
IV.	Traits to Be Utilized in Inducing Desire	41
	Questions for You to Answer	45

LESSON 14

PART I: THE SALES-PROCESS

Getting Decision and Action

I.	When Desire Is Highest, Get Action	49
II.	Signs Which Indicate Decision	55
III.	Making It Easy for the Prospect to Sign Up	61
IV.	Allaying Doubts before Reaction Comes	69

PART II: THE SALESMAN

He Who Wills Gets Action

I.	Necessity for Developing an Active Will	73
II.	Using Assurance, Decisiveness, and Authority	79
III.	Sowing Seed for the Aftermath of a Sale	83
IV.	Fulfilling the Definition of Salesmanship	90
	Questions for You to Answer	94

LESSON 15

PART I: THE SALES-PROCESS

Handling Objections

CHAPTER		PAGE
I.	What Objections Are and Why Raised	97
II.	Heading Off Objections	102
III.	The Technique of Answering Objections	107
IV.	Turning Objections into Reasons for Buying	113

PART II: THE SALESMAN

Maintaining Poise and Power

I.	Welcoming Objections with Patience and a Smile	121
II.	Meeting Objections with Frankness and Diplomacy	125
III.	Keeping the Reins on Temper and Sensitiveness	130
IV.	Emotions Obstructing a Favorable Close	135
	Questions for You to Answer	140

LESSON 16

PART I: THE SALES-PROCESS

Capitalizing Sales

I.	Satisfying and Utilizing the Customer	143
II.	Combing Your Territory Intensively	150
III.	Working in Harmony with House Policies	156
IV.	Looking Back in Review	161

PART II: THE SALESMAN

What About Tomorrow?

I.	Looking Ahead into Larger Fields	166
II.	Making Failure the Foundation for Achievement	171
III.	Ambition and Duty the Spurs of Life	177
IV.	Building Happiness through Intelligent Service	181
	Questions for You to Answer	187
	Good Books Suggested for Further Reading	188

Lesson 13

Part I
INDUCING DESIRE TO BUY

Part II
PUTTING ART INTO SELLING

THE SALESMAN'S CREED

I BELIEVE in the goods I am selling, in the firm I am working for, and in my ability to get results.

I believe that honest goods can be sold to honest men by honest methods.

I believe in working, not shirking; in smiling, not wailing; in boosting, not knocking; and in the happiness derived from selling goods that satisfy.

I believe in today and the work I am doing, in tomorrow and the work I hope to do, and in the just reward which inevitably comes to all who render sincere service to their fellowmen.

I believe in courtesy, in kindness, in generosity, in justice, in friendship, in good cheer, and in honest competition.

I believe that a man gets what he deserves and goes after; that one order today is worth two orders tomorrow; and that no man is beaten until he has lost faith in himself.

I believe that there is an order somewhere for the man who is ready to take it in the spirit of true salesmanship.

I believe that I am ready right now.

EDWARD OSGOOD GROVER.

Part I: The Sales-Process

INDUCING DESIRE TO BUY

Chapter I

The High Step from Interest to Conviction

343. *When the Salesman and the Prospect Understand Each Other.*—R. D. Brigham, of the Anglo-California Trust Company, very aptly says: "Salesmanship, after all, is largely complete *understanding;* you, the salesman, understand *my* problems and you understand *me,* and I understand *you,* your *firm,* and its *product.* If the average salesman would try to understand and please his customers as he would his 'best girl,' more salesmen would be topnotchers."

When you have convinced a man that your goods are what he needs, you and he have come to an understanding; you see the goods through the same lenses, at the same focus. Your minds are then working in unison. Your thoughts have been attuned. Your ideas harmonize. You stand on the same plane. You stand together. Your desire to serve him is in equilibrium with his desire to let you serve, or to accept your service—the service which the goods can render. That common point of mutual understanding is the point at which the prospect *has been convinced.*

It is a high step from genuine interest in the goods to conviction that they are what the man

wants; that they will give exactly the sort of service which he needs. We call this a high step only in comparison with the step from attention to interest; for attention naturally and quickly merges into interest when handled as indicated in the previous lesson. But interest does not always merge into conviction as readily as attention slides into interest.

In creating conviction, as you have already learned, you show the reasons why your goods will give the service expected by the motive which causes the prospect to buy. You bring facts about the goods to bear upon his reasoning powers; you prove things, so that the man's judgment accepts the proof.

But you may take that high step from interest to conviction with your prospect and still he may *not* desire the goods. Desire is something more than conviction. And it should be said here that neither conviction nor desire is to be thought of as separate from interest. Just as confidence pervades the entire sales-process, so interest continues from the moment you arouse it to the close of the interview and beyond. If interest stops, then that is the end of the steps for that interview.

Conviction is mutual understanding brought about through your demonstration. It is acknowledgment by the prospect, either to himself or to you, that your goods are all that you claim for them in relation to himself or his business.

That acknowledgment, however, needs to be galvanized into action; the agent is *desire*. You may convince a man thoroughly, yet fail to get

his order. He may understand your proposition from A to Z but have no desire for it. On the other hand, desire may run hand in hand with conviction or may even outstrip it. Indeed, it would seem, in some cases, as though men have desired things at first glance, without waiting to be convinced of their value. On a hot day in summer you may happen to be passing a soda fountain and suddenly develop a thirst. You desire a cold drink and go in and get it. You needed no argument to convince you that you desired the drink, but the convincing preceded the action nevertheless.

It is a rare man who will buy without desire to buy; but he may buy without being consciously convinced that he needs to buy. In such a case, conviction and desire are practically simultaneous and probably synonymous.

344. *Desire Is the Crucial Element of the Sale.*—Desire begins when the man actively connects the facts concerning the goods with the facts concerning himself—when his imagination associates the proffered services with his own needs and conscious buying motives. This association of ideas is attended by a sense of incompleteness, of want, of longing, which makes the man uneasy. A vacuum has been discovered in nature and it cries out to be filled. It is as though the man has been suddenly awakened from sleep to feel the gnawing of hunger, and every instinct impels him to satisfy it.

The creation of desire is by all odds the great-

est step in the sale. Desire is the sale, or at any rate, the state of mind that turns directly into it. In the last analysis, we do everything that we do in this world because we *want* to. Arouse desire enough, and a man will inevitably act. Without desire he will never act, unless by the orders of some one whom he dare not disobey. Even when he seems to act by a great effort of will, from a sense of duty, it is really because the sense of duty makes his desire to do it stronger than his desire not to do it. This is one of the fundamental principles of psychology. In salesmanship it is the central principle, *the greatest of all.*

Consult your chart, the Mechanics of Salesmanship, and you will find the third principle of salesmanship to be a Favorable Close. The three elements which contribute to a favorable close are Desire, Decision, Action. These will be discussed in this book. If you cannot induce desire for your goods the decision of the prospect will be against them; there will be no action; he will not buy. On the other hand, he may desire the goods but decide not to buy, or to buy at a later date. The point here is that just as you must obtain attention before you can arouse interest, and interest must be aroused before you can induce desire, so desire is absolutely prerequisite to decision and action.

No matter who the prospect is—purchasing agent, professional or semi-professional buyer, or private individual—he will not buy unless he *wants* to buy; he will not buy unless he *feels* like

buying, unless he *desires* to buy. *Desire is the crucial element of the sale.*

345. *Degrees of Desire.*—Desire has many degrees of intensity, ranging from a passing fancy to a deep-seated, ceaseless craving. Sometimes the lighter kind is requisite to complete a sale, and sometimes the stronger kind is needed. The amount necessary in any given case depends largely on the nature and number of obstacles that stand in the way of a purchase. Example:

If I feel only the faintest desire for a newspaper, I will buy—because the cost is small, and the burden to carry home is light, and the time necessary for reading very brief. On the other hand, I had to desire a trip to Europe long and keenly before I finally started—because the cost and perhaps danger were great, and the separation from my family prolonged and trying.

Nevertheless, some real desire was necessary in the former case, just the same as in the latter. And in the latter case, as in the former, desire irresistibly caused the act as soon as it became strong enough. When at last the desire rushed over me in a great, overwhelming flood, I left my obstacles and hesitations behind me and decided to go to Europe as quickly as I have ever decided to buy a penny paper.

Desire is thus the *state of mind* essential for a sale, and it is the state that, properly handled, becomes an infallible cause of a sale. In fact, desire is the great, irresistible force in man's life

which, when set in motion, moves him to action in any direction whatsoever and for any purpose. Desire lies behind all ambition. If desire is strong enough it will make a man commit theft or murder. Desire at its full strength is, as has been said, *the* irresistible force in man; but desire alone is static; it needs something to put it into action, even as all physical things must receive an initial shove to overcome their inertia. The strength of that shove varies with the conditions. Here, for example, is a great ocean steamer on the ways, ready to be launched. The retaining blocks are knocked away but the ship does not move. A man leans against the prow and instantly the ship glides into the water. Just a few pounds of pressure were needed to overcome the inertia of the mass of steel.

Lying inside of a sixteen-inch gun is a projectile weighing half a ton, and back of it several hundred pounds of powder. The powder needs only a spark to set free its tremendous latent power, which will in turn hurl the projectile ten miles. Suppose we liken the projectile to *desire,* the powder to *motive* back of desire, and the spark to the *will* of man. But the elements entering into the firing of the projectile are all *fixed* in size and weight; while the elements in the sale are *variable.* The will, the motive, and the desire vary with the man and the circumstances. And this we know, that the salesman can and may increase or decrease his prospect's desire by feeding the motive and inducing the will to act. You may induce desire in several ways.

Chapter II

Inducing Desire through Suggestion

346. *Need and Service May Be Associated by Suggestion.*—Desire consists of a sense of want or longing, occasioned by the man's associating the idea of his need and the idea of your services. He sees your goods; he feels the need of them; and he imagines the enjoyment he would have as possessor. Your task, therefore, is merely to bring about that association of ideas. Such an association may be established by your first words and actions, if they are well chosen. A good salesman who is anxious to complete his interview without loss of time, will choose his opening with the purpose of plunging his prospect immediately into the midst of desire.

But suppose that you have successfully fastened the man's attention upon your goods, and have aroused his interest—even of the associated kind—you may still be a long way from the creation of desire; for the man's imagination may fail to associate his needs and your services. In such a case there can be only one of two things the matter. Either the man's needs and motives are not vividly enough present in his mind, or the image of your services has not been made sufficiently clear and keen. When both these elements are present in vivid form, they will associate themselves inevitably. A man may *need* food badly, but if he is asleep, he will not *desire* it. But when, being awake and conscious of his hunger, he sees

edible food before him, the ideas of hunger and nourishment are bound to fuse—he will desire the food.

Here, then, we come face to face with the really central and difficult problem of salesmanship. Any "dub" can sell to a man who already desires, or whose desire starts up easily. But the real salesman is one who *creates desire*. He makes the associated pictures of the prospect's needs and the services of the goods so clear, strong, and haunting, that desire arises where there had been none before.

The methods of creating this keener consciousness are discussed in the lessons on Reasoning and Suggestion. This is the place where, above all others, the full force of those agents must be brought into play. Use every mode of bodily action, every form of demonstration, every art of speech, to magnify and illuminate those two elements, NEED and SERVICE. There is no other way to create desire, no other way to sell.

Just here a word about the relative amounts of emphasis to be put upon these two factors. Having detected a man's need, it is possible at times to point it out to him frankly. You may demonstrate clearly to a retailer his need—that his customers lack and will buy your goods if he gives them a chance. You may show a customer, let us say a farmer, the need of a new binder, by pointing out how much wheat his old binder leaves on the ground. These are business affairs. They have to do with the making and saving of money. And most men who conduct their business in a

business-like way, are anxious to learn of opportunities for improvement in their system. If all men's needs were of this nature, the salesman's problem of creating desire would be as simple as two plus two.

347. *Making the Shopper Want It.*—The one thing which lifts a retail clerk out of the rut of order-taking, and places him in the ranks of real salesmen is his ability to *make* people want something which they did not come in to buy, and then to get them to buy it. His best instrument for creating that want is suggestion. He does not have to *prove* anything, nor argue. The prospect is right there in the store and at the counter for the *purpose* of buying what he came after. The task confronting the clerk is to supply the immediate need of the customer and then to switch his interest to buying more of the same article or a related article. For example:

"Here, Sam," calls the salesman to a clerk behind the counter, "please hand me that box of new shirts that came in this morning." Sam lifts down the box and puts it on the counter. The salesman turns to the man to whom he has sold a tie and says: "I noticed a shirt in here this morning when I filled this box, that I believe you'll like. It has a fine blue stripe. Here it is."

And the man does like it, and says that he hadn't thought of buying shirts but he guesses he will take that one. The salesman doesn't say anything about selling the man another shirt, but keeps on chatting cheerfully with him while he

digs down into the box and pulls out a couple more shirts with fine stripes and lays them beside the first one. The man absent-mindedly picks them up, looks at them, and says he will take two.

Without saying: "Anything else today?" or, "We have just received a new line of shirts, wouldn't you like to look at them?" the salesman has sold two shirts which the customer did not come in to buy but which he wanted when he saw them. The salesman *suggested* desire when he picked out shirts with fine stripes such as the customer was wearing.

In every department of a retail store, the opportunities for creating desire in customers are unbounded. Suggestion, in its varied phases, as already treated in this course, will serve profitable ends to the retail salesman.

348. *Inducing Desire by Indirect Suggestion.* There is a good example of this in a recent article in *System,* by R. D. Brigham. Here it is:

"The telephone operator said: 'Another calendar salesman to see you.'

"I thought, 'Well here's the tenth calendar salesman that I must turn down!' I did not believe in calendars for advertising purposes and had written and given emphatic talks against them on several occasions.

"The salesman came in. He was a clean, manly young fellow. He didn't show me any samples. He just talked; not about his line, but about his two baby boys. He got me deeply interested right away, because I had two little boys myself that

I thought the world of. He told me about some of the cute sayings of his boys and, believe me, I told him some, too.

"When he got me going strong about my little tots, he pulled a beautiful calendar out of his sample case, showing two little boys—one a blonde and the other a brunette, just like mine. He sold me then and there.

"I had been a walking delegate against calendar advertising and yet I was sold in fifteen minutes by a salesman I had never seen before!

"After my name was on the dotted line, I asked him how he did it; why he talked about babies instead of his line. Then he confessed. From a mutual friend he had found that my vulnerable point was my two little boys and in his selling-talk he mixed 90 per cent sentiment with 10 per cent business—sentiment won.

"Here was a salesman that knew how to sell goods humanly. Incidentally, I became so enthusiastic about those calendars that I passed the enthusiasm along to all of our dealers with the result that we all thought the calendars were our best advertising of the year.

"Notwithstanding what seasoned purchasing agents may say to the contrary, many sales are made today on personality and sentiment. Every buyer can be sold one way or another and good salesmen sooner or later find out how."

That calendar salesman aroused interest and induced desire by indirect suggestion aimed solely at the sentimental side of the prospect's nature. And fail not to get the point that the salesman

prepared himself to meet the prospect at his most vulnerable spot; and that was love for his "kiddies." Argument, such as other salesmen had used, was entirely eliminated. Suggestion both in words and with photographs was the only instrument for winning the sale.

Get it firmly grounded into your mind that a man buys because he feels like buying, and feeling is induced not by judgment and reason but by suggestion. We are not argued into desire nor even reasoned into wanting a thing. We desire things in spite of reason and judgment, and when the feeling of desire is sufficiently strong it overrules judgment and does as it pleases, even though regrets follow. Suggestion is to be employed to stir the emotions which lie back of desire as the powder lies back of the projectile in a gun.

Chapter III

Nurturing the Emotions Which Control Desire

349. *Diplomacy in Handling Emotions.*—It is possible to refer to a man's needs—real, undeniable needs—in such a way as to antagonize, and to quench desire instead of fanning it. One must be tactful here. It is usually better to arouse the sense of need by delicate suggestion only. This can best be done by enlarging suggestively upon the service of the goods.

Unfortunately, the majority of our needs are more or less closely bound up with our personal

pride. A man's fingers may undeniably stick through his old gloves, but it would be a poor salesman who centered the emphasis of selling him a pair upon that fact. A man may indubitably need a hair tonic, but he doesn't want every barber to insult him by a brazen reference to his growing baldness. A man may, indeed, need life insurance, but he doesn't like to hear too much about the fact that he is in declining health, and has no bank account to provide for his wife and children.

If you have correctly diagnosed a man's needs, do not proclaim your discovery heartlessly, in so many words. Merely begin to show how your goods will SERVE that need, and the man's consciousness of the need will quickly arise.

Here, then, is the place to lay your emphasis—on the service of your goods toward such a need and such a motive as he has—letting him believe, if it so please him, that that need and motive are secret from you. Bring all your reasons and suggestions—tactfully yet insistently—to bear upon that motive. Use your talk that is especially adapted to that motive, and readapt all the other talks to support it. You know that the man is not only hungry, but hungry for meat. Then tell him that your food is meat, and make it look more and more appetizing as meat, until the man's mouth waters to taste it.

Then he will desire, and then he will buy.

There are some men, of course, who will obstinately deny the existence of any suggested need, and who will refuse to believe in the genuineness of any proffered service. But the difficulty of the

case does not alter your method. You must only wield it the harder.

Haunt the man, obsess him with the idea of obtaining from your goods a service suited to his need, and you will create desire if the man is capable of feeling the emotion. You will sell the man if he is capable of being sold.

350. *Inducing Desire for Quality Goods.*—In Lesson 15 we shall discuss Objections and how to handle them, but this is the place to inject the question of creating desire for quality goods for which a seemingly high price must be charged. A superior salesman prefers to sell high-priced articles at a price commensurate with the quality, because there is better service in such goods and better profit to buyer and seller. Many people have a notion that high-priced goods are expensive; it is the salesman's task to show that they are, in the long run, less costly than cheap goods. In doing that he induces desire for them. Saunders Norvell, Chairman of the Board, McKesson & Robbins, New York, gives us a good example of that kind of salesmanship in an article in *Sales Management.* Said he:

"One of the best illustrations I remember of this situation is a sale I once observed made by a builder's hardware salesman. A man who had suddenly acquired a large fortune decided to build a fine house. This man was just the rough type of business man. He did not care very much about art, literature, or music. The wife, however, was much more cultivated than the husband.

She had aspirations. When they decided to build a fine house she read up quite a little on architecture. She talked to architects. She read some of the magazines in regard to the interior decoration of homes.

"This man and his wife called at the hardware house and the husband said: 'We came to buy some locks and hinges for our house; also some window latches. You have the specification—what will the outfit cost?' The salesman, who understood his business thoroughly, asked the husband and wife if they would not be seated while he talked to them a little while on the subject of builder's hardware from the standpoint of interior decoration. He illustrated his talk by showing them certain designs of hardware. He compared some of these designs with the ordinary and everyday thing in locks and hinges. He called their attention to the total value of their house—to the large amounts they were paying interior decorators and especially emphasized the fact that the bill for the hardware for their house would be a very small percentage of the total value. The wife, of course, was very much interested in the salesman's talk because she knew something of the subject. The husband himself allowed his cigar to go out and he was also impressed by the difference between simply having locks and hinges for a door as compared with having metal work that would be an object of beauty as well as utility. But the husband, after listening for some thirty minutes, became impatient and said:

" 'Well, I've enjoyed all this talk very much

but what I want to know is what this hardware is going to cost.' By this time, however, he had come more or less under the spell of the salesman.

"He had seen gold and silver-plated hardware. He had admired the beauties of cut-glass knobs. He saw there was a real difference between cut-glass and porcelain and gold-plate and japan-work. Besides that, the salesman had made a very favorable personal impression. He turned to the husband and remarked: 'My dear sir, you have an entire misconception of what I am doing. I am not selling you hardware. I am selling you high art!' The husband gasped but smiled. He saw the point. Then the salesman said gently: 'To carry out your interior scheme of decoration in an artistic way will cost about $3,000. As the contract for your house amounts to $100,000, you will note that this is only 3 per cent of the total cost of the building.'

"Now I have not any doubt that if the salesman in this case had said right in the beginning: 'The hardware for your house will cost $3,000,' the chances are he would have lost the sale. The wife was with him but it was necessary for him to convert the husband. The husband had never before in his life bought fancy hardware, so he had no idea of what it cost, but he was an intelligent man and he saw that it would be absurd to have cheap hardware in magnificently decorated rooms. He was convinced that it would be absurd, for instance, to have hardware in a room decorated in the style of Louis XIV with porcelain knobs and japanned escutcheons. He was edu-

cated to the fact that there were period designs in hardware as well as in wall decorations."

The motive which that salesman nurtured in the customer was *pride*—pride in his new home. Along with pride was *pleasure*—the pleasure of possessing a home correctly decorated. He did not desire the high-priced hardware until he had been convinced that the knobs, locks, hinges, and trimmings were the correct decorations for his home. When he was so convinced, the price was secondary.

Similarly, in inducing desire for anything, no matter what, if the motive of the prospect is satisfied, he will want the goods. The fundamental fact about inducing a man to want something is that he will *sell it to himself* if you show him how it fits into his latent desires. He will find sufficient reasons for buying if he believes that the goods will satisfy his need. The thing for the salesman to ask himself before approaching the prospect is this: "Why ought this man buy my goods?" When he gets the right answer to that question, he should be able to induce desire for the goods by making them fit the customer's own idea about himself in connection with them.

Chapter IV

Get the Prospect into the Picture

351. *Use Small "I's" and Big "You's" in the Selling-Talk.*—Only a few years ago, it was a favorite stunt for small-town "movie" houses to

take pictures of the people on the streets and advertise that the reel would be exhibited on certain nights. Prior to taking the pictures, handbills would be stuck under every door in the town announcing that on Wednesday, say, the camera man would film Main Street at 2 p. m.; and that everybody walking in front of the Boston store during the first fifteen minutes after 2 o'clock would get into the picture and the picture itself would be shown the following Saturday, Sunday, and Monday afternoons and evenings.

The invariable result was that Main Street was crowded at the time mentioned, and the picture house was filled to overflowing on the days when the film was shown. Not only children but grown-ups tried to get into the picture and afterward paid an admission fee to see themselves on the screen—actually IN the picture.

Human nature likes to see itself holding the center of the stage; it likes attention and deference. It loves to have its importance recognized. Man is a self-centered creature; he is the center of his own world, be that world big or little, in his own thoughts.

It is well for you to recognize that native instinct of man and cater to it. Instead of ringing the changes on "I, I, I," and "MY, MY, MY," change your tune and say *"YOU, YOU, YOU."* Put your prospect into the picture or, if you can't put him in bodily, put somebody else in who will fill his eye, or put his *interests* in. In putting these into the picture—your demonstration and selling-talk—you touch him at humanity's vulner-

able spot, even as the "movie" house did. Here is an illustration of how that may be done:

Carver, editor of *Jay and Bee,* the Jones and Bromley house organ, bought all of his engravings from the Watt-Fink Company. Carver was not so critical of engravings as he was of the editorials he wrote for *Jay and Bee.* But he was familiar with the Watt-Fink Company's method of handling the business he gave them, and none of the arguments of Slason—salesman for a rival house—could budge him from his preference.

Slason knew the prices Carver was paying, and he knew that his own firm could give a better engraving for the same money. But he called repeatedly, talked himself hoarse, demonstrated, argued—and in the end Carver always blinked stolidly through his thick glasses and shook his head. He was tied fast to Watt-Fink.

Slason knew the value of an unusual approach when ordinary selling-talk failed and finally he came to the point where he despaired of getting a share in Carver's orders by any usual method. On the occasion of his fifth call, the editor turned him down with some finality.

"No, sir! Mr. Slason," he said. "I'm head over heels in my school garment issue—worked till ten o'clock on it last night. I haven't paid much attention to the illustrations yet, but when I get ready for them Watt-Fink will know how to handle the engravings the way I want them."

This call, it turned out, was not wholly unfavorable for Slason, for before he left he had the inspiration for a new method of getting at

Carver. On the latter's desk he had seen a portrait of a young girl who, Slason learned, was the editor's daughter. The salesman noted the name of the photographer, and after he left Carver's office he secured a print. This he used in making up a preliminary color sketch for the editor's school-garment issue.

Slason called the following day and without a word of comment laid the sketch on the editor's desk. Carver's eye lighted with pleasure, and his manner lost the frigidity which he usually displayed to the salesman.

"Now that's *nice!*" he said. "It would make a striking cover—original. How are your prices?"

When Slason left Carver's office he took the sketch away with him, and had the editor's approval to go ahead on a three-color cover. He also had a promise for further engravings for the same issue, to stand a comparison on equal terms with the Watt-Fink Company's work.

After the trial, Carver was tied as fast to Slason as he previously was to Watt-Fink. The salesman won his object by an idea that was out of the ordinary and by a distinctive method of approaching his prospect.

You see! Slason put the editor's *daughter* not only into a real picture, but into the *kind* of picture which became a motive for buying, on the part of that editor. The insurance salesman gets his prospect's children or wife into the picture and it at once takes hold of the man who loves wife

and children and does not want them to suffer hardship because of his death.

There is never a prospect who may not be put into your sales picture so vividly that desire for the goods develops naturally and with seeming spontaneity. Leave yourself out, leave the house out as much as possible, and get the prospect and the goods into a picture, holding the center of the stage.

352. *Some Words You Should Emphasize.* If you would bring into consciousness the prospect's need for the goods, if you expect to make him realize desire for them and would bring that desire into active play, there are a few words which will serve you admirably in contrast with others that have inhibiting effects upon desire. In demonstrating goods which are to be sold again by the buyer, put your emphasis on the GAIN which he is to receive rather than COST of the goods. Fill him with thoughts of *money* coming back as PROFIT instead of money to be paid out as COST. Never tell a prospect that you want to SELL him goods or that you have SOLD a bill of goods to "Smith and Company." It is better to say that "Smith and Company" have ORDERED one of your articles, or that they have TAKEN ADVANTAGE of your proposition or offer. It carries more weight in inducing desire to say that *gain* or *advantage* is to be derived from the goods than to suggest *expenditure* or *buying.* And even when it becomes necessary to speak of cost or expense your impression will be far more

favorable if you suggest *investment* instead of *expense; owning* not *buying.* You cannot do a wiser thing than study the suggestive meaning of words in relation to inducing desire, for some words attract while others repel. The suggestive difference in the effect of words upon the prospect is as diverse and opposite as the ideas contained in the two words gain and loss. And it is LOSS you get when you do not use care in your effort to induce desire. It may hinge on as small a thing as a word of four letters.

353. *How Much Desire Is Needed for a Sale?* We have now studied the three basic steps or elements in a sale, namely: Attention, Interest, and Desire. It may seem at times that each one of these steps is extremely hard. Involuntary attention may be secured, but not spontaneous. Spontaneous attention, while almost synonymous with the interest of curiosity, may refuse to turn into the deeper interest, and interest may never quicken into desire. You may have to fight through all three stages, step by step. And just about the time you think desire has begun to glow, you may find that the man is thinking of something else, and you will be compelled to go back and capture his involuntary attention.

On the other hand, it seems that, properly manipulated, the three steps ought to be comparatively easy. In the first place, they are ideally parts of a single mental process. The word or act that catches attention, also awakens interest and sometimes a measure of desire.

Furthermore, even a mediocre salesman, with mediocre goods, ought to negotiate the three steps with some facility. For human nature is so liberal that there is scarcely anything which we will not attend to—a little; and scarcely anything that, attended to, does not seem interesting—a little; and scarcely anything interesting that we do not at least a little desire. Human nature, surely, is constructed with some small ray of desire for almost every purchasable object in the world.

Suppose I am a grocer. What I desire most is groceries that will sell to my customers. Footballs, Canadian lands, and steamships are far from my line—and yet I certainly have it in my heart to desire these things. It is fairly easy to create some desire. The question, therefore, becomes purely one of degree. How much desire is needed for a sale?

In the instance of our purchase of the newspaper a very little desire was sufficient because there were no obstacles to speak of. But where obstacles exist, a little desire has no effect—as in deciding to take a trip to Europe.

There must be enough desire in any particular instance to overbalance all obstacles, and make the man desire to do the thing more than—for some reason either concealed or expressed—he desires not to do it.

The whole question is, can the salesman produce this much desire? If he can, he can sell; otherwise, he cannot sell. There is the whole problem of salesmanship in a sentence.

Part II: The Salesman

PUTTING ART INTO SELLING

Chapter I

A Painter of Mental Pictures

354. *Cubist, Impressionist, or Realist.*—Somewhere around the year 1910 a group of artists attained considerable notoriety, if not fame, by exhibiting a number of paintings in the big cities of the country. These were dubbed examples of "*cubist*" art. They looked like your grandmother's patchwork quilt. To the uninitiated average citizen, each picture (so called) consisted of nothing but a mass of triangles, squares, pyramids, cubes, and other straight-line figures in a variety of colors, without semblance to anything human or even interesting. There was nothing in or about the productions to suggest beauty, symmetry, or harmony; nothing to appeal to one's love of nature or the human form reflected or idealized in art. They were caricatures; nothing more.

The *impressionist* lays on his colors in extreme tones and seemingly crude strokes, without much regard to detail. He *suggests* a landscape with fuzzy trees and objects obscured as in a fog, or maybe a scene with the sun extremely red sinking into a sea of crimson and violet. The impressionist is an extremist; his art is like jazz band music —a little of it is a plenty for most of us.

The *realist,* on the other hand, who is a genuine artist, makes us see earth and streams and sea and sky as they are at moments of attractive beauty. He may idealize them but he does not forget details, and his colors are neither garish nor clashing. His pictures mean something to us for we can understand them. We see what he *intended* that we should see, and we enjoy his woods and brooks and rolling seas.

355. *What Sort of Pictures Should the Salesman Paint?*—Shall he be cubist, impressionist, or realist? All three types of sales artists may be found every day. The first type is a freak, as cubist pictures were. He does not put very much art into selling. His selling-talks are delivered on the hop-skip-and-jump plan. He is forceful but too familiar, persistent but not persuasive, insistent but not interesting. He gets attention but fails to secure favorable action, except in a few cases. He puts things over on his prospect as the cubists worked a hoax on the public.

The impressionist salesman talks much and says little that is worth while. He is very much like the salesman described by an eye-and-ear witness of this incident. Said he: "I was waiting in the office of a big collection agency to interview one of the two members of the firm, when a fat, pompous-looking individual entered and asked for Mr. Tyier, the other partner. Tyler emerged from his private office and, asking the caller to be seated, prepared to listen to his story.

" 'I am local representative for the St. Louis

Law School, Mr. Tyler,' wheezed the visitor, 'and I have called to explain the advantages of our correspondence course. Our sales manager forwarded your request for information in answer to one of our ads.'

" 'Yes, I'm interested in the subject,' admitted Tyler, a well-groomed, keen-eyed young fellow who in five years' time had built his business from nothing to a point where his share of the profits came to $8,000 annually. 'I've an idea that a legal training would save me money in my business.'

" 'Not only that, Mr. Tyler,' continued the fat one, 'but think of the position a lawyer holds in the community; think of the social advantages accruing from the possession of a thorough legal education; think of the broad culture, the enhanced intellectual vistas gained by a study of the great profession of jurisprudence; think of the added power of self-expression which results from a course in this subject. Ah, Mr. Tyler, the law is indeed a profession to which any man of high ambition may well aspire. The law, Mr. Tyler, has prepared most of our presidents for the weighty and responsible duties of their exalted position. The legal profession, Mr. Tyler, numbers among its members some of the greatest figures in world politics the earth has ever witnessed,' and so on, in continuous strain, droned this oratorical genius, posing as a salesman.

"Tyler suffered in silence for about twenty minutes, then glanced at his watch, pleaded an im-

portant engagement, and abruptly bowed the bore out.

"An hour or so later I was introduced to Tyler by his partner.

" 'Oh yes, you were in the outer office when that fat fellow was delivering his Fourth of July oration,' he remarked, with a laugh. 'He's what I call a false alarm. I gave him his cue but he didn't have sense enough to take it. The law interests me from one viewpoint only: Will a knowledge of it save me money right here in my business? That's what I wanted him to tell me. I'm not particularly impressed with the dignity of a lawyer's position. Neither have I presidential aspirations. For twenty minutes that fellow droned along emphasizing features which didn't interest me in the slightest degree. His line of talk might impress a callow youth, but it missed fire with me.' "

And there are thousands of salesmen with no better sense than that law course salesman. They do not know how to adapt themselves or their selling-talk to the customer. They can't paint a picture that will suit the mind of the prospect to whom they are talking. They do not put the man in the picture at all. They are cubists or impressionists.

You should know full well, by this time, that salesmanship is a fine art and that like all art it demands sane and sensible application—good common sense. If you want to be able to stir the desires of men you must paint mental pictures without haze or fog or blotches of meaningless

color. Your picture must *suit* the man to whom you are talking; he must be able to see in it all that you intend that he shall see. He may not ask you what it means; he should not need to ask.

356. *Order-Takers, Patter-Talkers, and Bell-Ringers.*—A great purchasing agent once said: "Eliminating ineffectives and cripples, there are three classes of salesmen, as I know them; order-takers, patter-talkers and bell-ringers. Order-takers are the men who blow in briskly, ask you pleasantly if you have anything for them, and breeze out. Patter-talkers are in the majority. They learn something about their respective lines —perhaps from their managers, perhaps from catalogs, perhaps from experience—and they run through their lingo like trained birds. As long as you listen patiently and ask no questions that he has not anticipated and has answers for, the patter-talker can do eighty miles an hour without a skid. But drop one unexpected inquiry into his machine and it blows a tire and goes into the ditch.

"That leaves the bell-ringers—the men who strike twelve. Salesmanship used to be a matter of funny stories, a check suit, and a neat way of avoiding technicalities. Then buyers became more intelligent and better posted, and that compelled salesmen to learn how to hit the mark and not shoot all around it. The time is at hand when a successful salesman must come pretty close to being an expert; he must know his line thoroughly, and he must know how to get his knowledge

across so that the other fellow will know it too and want to buy."

It takes an artist of the realistic school to do that—to make men WANT the goods more than they want the money which they have to pay for the goods.

Chapter II

Training Imagination to Work Constructively

357. *Put Imagination to Work.*—In Lesson 3, Chapter IV of Part II is given over to a presentation of Imagination. You were there shown that every artist *imagines* his picture or statue before it materializes on canvas or in stone; that the salesman must have clean-cut images before he can transfer them to the mind of the prospect; that "reason does not buy; imagination buys." You were also taught how to expand your own imagination. It will be profitable for you at this point to review that chapter.

What you want to do now is to put your imagination to work in devising ways and means to demonstrate your goods so that the prospect will want them. Even before you reach the step of arousing interest or of inducing desire, you should put imagination to work in planning your attack and your tactics. Getting attention and holding it are tasks which rely as much upon imagination as upon judgment. They must work together like a perfectly matched pair of horses. Such a pair

naturally pull *together* and not apart. They should work constructively and get somewhere.

You may get images by the hundred; you may have a head full of them, but they must be put together rightly and *used* else they are of no more value to you in selling than the vast stores of gold that lie in ships at the bottom of the sea. The law course salesman had a selling-talk and he used it for twenty minutes on Mr. Tyler, but he failed to induce desire; so he failed completely. His failure was due primarily to the lack of imagination. He did not picture Tyler right. Tyler told him at the very beginning that he was interested in a law course and he told him why. The salesman's imagination should then have immediately seen Tyler studying law for the purpose of conducting his own business, and he should have shown Tyler exactly how the law course would touch on the various points of the business. If he was unacquainted with the inside workings of that particular business, he could easily have drawn Tyler out and so have learned all about it. Then he could have shown just where knowledge of law would bring profit to Tyler. Instead of using his own imagination (though it's doubtful if he had any) he jumped into a set speech utterly lacking in appeal to the prospect, or to his imagination.

That salesman was a cubist if he was an artist at all, because his art of selling was so concealed that the picture was invisible. The great thing for you to keep in mind is that knowledge of goods

alone is not sufficient, there must also be knowledge of the customer and knowledge of human motives and, above all else, imagination working efficiently, so as to adapt your demonstration to the type of prospect in front of you. The salesman who failed to *take* the order which Tyler practically dangled before him at the very outset of the interview, either lacked the faculty of imagination or failed to use it because he did not know how.

Since it is imagination in the customer which turns the scales in creating desire, it is likewise imagination in the salesman which supplies the weights to turn those scales. Train your imagination and put it to work, or you will fail in getting interest, and will surely fail in your attempts to induce desire.

358. *Example of Imagination at Work for the Salesman.*—We are indebted to H. J. Barrett, author of "Dollars and Sense," for this very good example of a salesman who used imagination in approaching prospects and landing orders.

" 'It is no use seeing old Hoskins,' remarked Braman, of the Braman Advertising Agency, to his new partner, Stanton, a recent arrival in the city. 'He's an opinionated old ass and, because back in Millard Fillmore's administration he once worked on a newspaper, he thinks his own copy is beyond criticism. His ads. are the joke of the city, but if you go in and as much as hint that they can be improved he's likely to call you a conceited

young whipper-snapper. Too bad. That account is worth three or four thousand a year to any agency.' And Braman frowned as he recalled numerous fruitless attempts to make Hoskins, of the Hoskins Brush Company, see the light.

" 'A case for diplomatic handling,' remarked Stanton. 'I suppose he's pretty touchy on the subject now. Probably every agency in town has taken a shot at him.'

" 'Yes, it's like waving a red rag at a bull even to say the word *advertising* to him. The feeble stuff he runs brings him no business. He advertises merely for the pleasure of seeing his name in print.' "

" 'Good morning, Mr. Hoskins.' The scene was Hoskins's office, several days later. 'Stanton is my name. I'm a new arrival here and I understand that you are recognized as one of the best posted men on advertising in this community. I've come to ask a great favor of you. I want your advice regarding the proper handling of an account which I have just obtained. As a stranger I'm not thoroughly posted on media, local buying habits, etc. Five minutes of your time may save me thousands of dollars.'

"Seating himself in the chair Hoskins proffered him, the caller was soon deep in discussion of the pros and cons of the proper method of handling one of his agency's new accounts. Proofs of prospective ads. soon covered Hoskins's desk and shortly the old man was laying out a dummy. If this were fiction instead of fact, Stanton would

have left the office with Hoskins's account signed up. But it required several calls, covering a period of two months to bring about this happy culmination; and not once did Stanton even suggest that Hoskins give him his advertising business.

"Finally, one day, Hoskins, who had taken quite a fancy to this modest young man who was so quick and ready to accept his suggestions, remarked: 'I've been thinking it over, Mr. Stanton, and I've concluded that I simply haven't time to give my advertising the attention it requires. I'm going to turn it over to your agency. Your staff can develop my ideas; it won't cost me any more and you can pocket the commissions from the magazines.'

" 'And the best strong-arm men in the business have fallen down with Hoskins!' ejaculated Braman, when he heard the news. 'Stanton, you are all right. You must have hypnotized him!'

" 'No, merely flattered him,' replied Stanton. 'If not overdone, it pays. You can sell anything that way, if you use imagination.' "

The fact is that you can induce desire for your goods, in the mind of any prospect who really needs them, if you put your thoughts right down to working out the best way to do it. You've got to work it out yourself. Stanton did what no other man had been able to do with Hoskins. He used his own imagination and hit Hoskins on his "blind" side. He used suggestion, as well as imagination, very skillfully.

Chapter III

Dangers in Extremes of Suggestion

359. *The Danger of Guessing in Using Suggestion.*—It is exceedingly risky business to give suggestions with a view to arousing desire unless you know precisely what you are talking about. You may not only fail to miss the mark entirely but you will, most likely, give offense or queer your proposition or yourself by the display of unpardonable ignorance. A young salesman by the name of Grover had an experience, which he tells on himself, that illustrates the danger of guessing when using suggestion.

Grover was handling a new brand of canned goods, or rather glass-jar preserves. He got an audience with the buyer of a large wholesale grocery house, took a chair, opened a glass of the goods and, with a silver spoon, passed over a sample to the buyer.

"Now, Mr. Wilson," urged Grover in tones as sweet as the preserves, "I ask you, man to man, isn't that something delicious?"

"Not so bad," replied Wilson, without admitting too much.

"You are a judge of fine goods, Mr. Wilson, so I ask you if the women wouldn't grab those goods after they have once tasted them, and wouldn't Mrs. Wilson find that preserve a most delicious titbit for one of her afternoon teas?" continued the enthusiastic salesman, getting in, as he supposed one of his finest bits of suggestion.

"I must be frank with you Mr. Grover, and say that Mrs. Wilson would not enjoy these goods at all. In fact she has been living entirely on angel cake for seven years, as she has been dead that long." And Wilson looked grieved and reminiscent as he rubbed his chin.

Poor Grover felt as though he had been hit with a club, and he retired in disorder after vainly endeavoring to get his feet back on solid earth again. The joke of it was that Wilson was a bachelor, as Grover learned later, and he couldn't resist the opening which the salesman's ignorance had made for a comeback, with disastrous consequences to the latter.

Another example of guessing: A salesman for a manufacturer of cutlery was interviewing, for the first time, a partner of a jobbing house in St. Louis. "Why, Mr. Fleming," he remarked with great enthusiasm, "Stock up with our line and you will double your cutlery sales. I know a house in Cleveland, the Blank Company, that is selling twice as much cutlery as you are."

"That's rather interesting," was the drawling response, "since it just happens that they buy everything they handle in cutlery from us."

What answer could the salesman give? What could he say to atone for his evident ignorance and for his effort to put something over on the buyer with a suggestion which was not true. He took the count and departed.

The salesman who makes statements based on ignorance is taking as big a risk as though he *deliberately lied.* The result is practically the

same, because the buyer does not know whether the salesman was merely ignorant or telling a lie. Confidence is lost. Desire is killed, even if there had been a dawning of it. Be sure of the truth of your suggestions.

360. *The Danger of Overstatement in Suggestion.*—It may happen with some buyers that your statements may sound too good to be true, even though they are true. Men are in business to make money, to be sure, but some of them are cautious buyers and they take fright at opportunities to make larger profits than is the custom, so far as their experience goes.

A salesman, carrying a line of books, worked up what he thought would be a "knock out" opening to get instant desire for a special lot of books which his house had made up. On opening up his samples in the office of the buyer, he would begin in this way: "How would you like to double your money on an order for books, Mr. Buyer?" But the buyer shied. He was accustomed to making 25 or 40 per cent on books and 100 per cent looked too good. It sounded "fishy" and too much like a "get-rich-quick-Wallingford" scheme. So the salesman had to fight hard to get any further with his demonstration.

Then he adopted this opening attack: "Would 50 per cent off the list price interest you, Mr. Buyer, if I can prove to you that this is a good seller? And it did interest him.

You will at once note that 50 per cent off is the same as doubling his money; but the sugges-

tion is totally different to the prospect. "Doubling your money" sounds too good; it seems like an overstatement of the facts. It looks like a "hook" on which to catch the unwary. The buyer reasons that there must be a "string" to that offer somewhere, and so he promptly stands off or backs away.

You see the importance of making suggestions that will not arouse suspicion or a doubt of the genuineness of the offer. Conservative suggestions and statements should be made rather than seemingly extravagant ones. After asking the buyer if he would be interested in 50 per cent off the list, and getting his desire aroused, the salesman can then call attention to the fact that the buyer will double his money when he sells the books at list price. The buyer, however, will probably discover that for himself.

361. *The Danger of Suggesting a Trial Order.* The manager of a mechanical-equipment house leaned back in his chair and sighed as he finished looking through the letters from his large sales force. Turning to his associate in the office he said: " 'Of all sad words of tongue or pen, the saddest are these: "It might have been!" '—a regular sale just as easily as another one of those trial orders.

"If there is any blight that eats holes in sales records, it is that last gasp of the salesman who is just about ready to throw up the sponge when, all of a sudden, he lets loose the old plea, 'How 'bout a trial order?'

"Of course there is a time and place for trial orders, but sometimes I think we would be a great deal better off if we cut them out of our business entirely. Did you notice the easy way in which the salesmen get to accept trial orders in those reports? That's the whole trouble. Once let a man begin taking trial orders, even in a limited way, and pretty soon, without realizing it, he gets used to taking them from everybody. Not only that, he gets an attitude of mind that is favorable to small orders instead of big ones. He gets in sympathy with the customer's tendency to become satisfied with the least possible amount of goods rather than the right amount. Then, as time goes on, the trial order is put over on the salesman without his being aware of it.

"When a buyer gives a trial order to a salesman for the alleged purpose of comparing our goods with something he is using, he really lets the salesman down easy and in such a way that he can say the goods didn't turn out well in comparison with what he was using. Once the buyer has given expression to such an opinion, whether it is true or not, you know how hard it is to resume relations on a first-class business-like basis."

There is a world of hard truth in those comments by a manager who knows the dangers to which a salesman is subjected when he suggests a trial order, or a small order just to have his goods compared with a competitor's. Never suggest a comparison with other goods. If you are forced to submit to one, you should see to it that the comparison is actually made under conditions as fa-

vorable to your goods as to the competing line. Take a hand in the test yourself and don't leave it to some one who is prejudiced in favor of the other goods.

Suggestion is a tremendous weapon, as you have been shown before, especially in inducing desire, because it works in the realm of feelings, where desire lives. But it must be used as knowingly as we use electricity. Above all else, beware of the extreme of suggestion in overloading a prospect with goods or in causing him to expect greater results than can possibly be had. The safe way is the conservative way; and it is certainly the truthful way—therefore the profitable way for seller and buyer.

Chapter IV

Traits to Be Utilized in Inducing Desire

362. *Optimism Is the Sunshine of Selling.*—The great mass of humanity lives more in the shadow than in the sunshine. The reason for this is probably because we are a busy people. We work harder and have less real leisure than the people of Europe. We are less content than they. It is the habit, for example, of the merchants of Belgium to close the stores for about two hours in the middle of the day and go home for luncheon and a smoke with perhaps a snooze for a half hour. They are more satisfied with their lot than we are and that causes us to look on the future with more apprehension. We seem to be looking

for trouble most of the time. The salesman, then, who carries contentment and satisfaction and optimism wherever he goes carries also sunshine and hope and good cheer. Many business men, especially retailers, are on the ragged edge of bankruptcy a good part of the year. If debts were all paid there would be little left for a fresh start.

Some time ago *System* published a very illuminating article giving the life and death record of 4,619 stores, covering a continuous period of thirty years. More than half of the stores went out of existence during that period. The following table gives the average length of life of the kind of stores mentioned:

Groceries 7.1 years,
Hardware 7.9 years,
Paint and wall paper 6.7 years,
Drugs 7.8 years,
Books and stationery 6.9 years,
Jewelry 7.2 years,
Dry goods 6.9 years,
Clothing 6.4 years,
Boots and shoes 7.4 years,
Furniture 6.8 years.

You will note that hardware stores lasted longest while clothing stores were the shortest lived. The average life of all was 7.1 years.

The chief reason for this high mortality was, of course, ignorance of sound business practice. Among the traits of ignorance may be placed pessimism—the inability to make the store attractive, warm, truly serviceable. Salesmen have a high

responsibility, then, in carrying into every store and office a full and glowing spirit of optimism. They can impart a goodly share of it to their customers. Gloom chasers are business builders. Buyers like to trade with happy, hopeful, optimistic men. Even as sunshine chases away shadow and all that lives in the gloom of darkness, so does optimism dispel the gloom of impending or imaginary disaster. Your job is to carry sunshine, hope, and warm good nature; for if you can put those traits into your customers you have gone a long way to make business permanent. Men will want to buy from you if you fill them with hope and courage and self-reliance.

363. *The Trait of Justice Induces Desire in the Customer.*—Buyers have been "stung" so frequently that every salesman with a new line of goods has to meet and overcome that fear of being unjustly treated. That is why underclaims for your goods are better than overstatements. The table of mortality given in the previous section indicates another fact than those already stated as reasons for their demise, namely, that the owners did not buy with care. They took chances. Many times they bought far larger quantities than were justified by the probability of selling. The average storekeeper is all too easily moved by the pleas of selfish salesmen. His shelves are full of left-overs that never can be sold except as junk. The salesmen were not just to the customer in overloading him.

A high-grade salesman was endeavoring one

day to obtain an order from the head of one of the leading department stores in Pittsburgh. The two were warm personal friends, yet the salesman could not get the order. He finally gave up somewhat in disgust, and the two got to talking of other matters.

"What," asked the salesman, "do you regard as the chief secret of your success?"

"Undoubtedly," replied the buyer, "it is being able to resist men like yourself. Here we are, old friends; you a gifted salesman, and your goods are always the best of their kind. It is indeed a strong temptation to buy from you. But I don't need anything from you at the present time. So I must say 'No.' If it were not for my ability to say 'No' and stick to it, I should have been on the rocks long ago."

While it is a cardinal principle in salesmanship that you must be persistent and stick to a man up to the last ditch, it is equally a sound principle of good business that you should be absolutely just to the customer and not persuade him to buy what he does not need.

You must not make him desire your goods unless he can and will profit by them; for if he does not profit, you certainly cannot. Induce desire in every ethical and legitimate way, but above all be JUST.

Questions for You to Answer

1. Why is complete understanding so essential between buyer and seller?
2. Why is desire the crucial element in selling?
3. Give the degrees of desire.
4. What two thoughts are to be associated in suggestion as a means of inducing desire?
5. Give an example of indirect suggestion in inducing desire.
6. How can you induce desire for quality goods?
7. Why emphasize "You" in the selling-talk?
8. Name some words which ought to be used in efforts to induce desire.
9. How much desire is needed for a sale?
10. What are the differences between the schools of art mentioned in Section 354?
11. To which school should the salesman belong as a business artist?
12. What is the difference between Patter-Talkers and Bell-Ringers?
13. How would you make imagination work to induce desire?
14. Name and discuss the three principal dangers in using suggestion.
15. What two traits are essential in inducing desire and how should you use them?

Lesson 14

Part I
GETTING DECISION AND ACTION

Part II
HE WHO WILLS GETS ACTION

Part I: The Sales-Process

GETTING DECISION AND ACTION

Chapter I

When Desire Is Highest, Get Action

364. *The Measure of Sales Ability Is the Order.*—The closing of the sale is the step in which you obtain the prospect's "Yes" or "No," his consent or his refusal to accept your goods at the stated price. This is clearly the crucial step of the whole interview. Toward it all the earlier ones have been pointing, with the sole object that it should, in its turn, be successfully fulfilled. The outcome of it determines whether all your labor and pains are to count as gain or loss.

The result of an effort to close usually has an awe-inspiring finality. Throughout the other steps, there was seldom much risk of an irretrievable failure. If interest wasn't aroused, you still had a chance of arousing it; if desire had not yet begun to glow, you could hope at any moment to touch the motive that would fire it; if there were objections, you might, by industry and ingenuity, propose satisfactory answers. But if a prospect says "No" the matter is abruptly terminated. He puts the subject out of his mind. He classifies it among the things for which he can spare no more time, in which he has no concern. Only with the greatest difficulty can you again arouse his in-

terest in the matter or even draw his attention to it.

Because of the crucial character of this step, it is the one that inexperienced salesmen most dread. Previous to it, there is no real test. We may, to all appearances, be gaining nothing, but we can at least remain hopeful. Courtship, with all its qualms and doubts, is, on the whole, not very serious or critical; but popping the question either makes you or breaks you; and the man who can essay it without a tremor must indeed have made proposing something of a business.

The inexperienced fear closing for another reason also. They are called upon to use decision, to put forth their own influence strongly; they can no longer be merely pleasing, they have to command. A person not experienced in command, or one with an excessive respect for the opinions and personalities of others, shrinks from this self-assertion as he might from voicing an insult or striking an unprovoked blow.

The act of closing is difficult; nevertheless, when the principles are understood, there is no reason why one should approach it with any such feeling of timidity.

The first thing to learn about closing is *when to close.* The proper time is that exact moment—neither before nor after—when the tide of desire has risen to its highest mark. As already shown, the man is going to buy, if he buys at all, *because he wants the thing.* Therefore, make your bid for his order when that want is rushing

him harder than it ever has before, and harder than it is ever likely to again.

A beginning salesman too often neglects to gauge the growth of desire. He works through his set speech, or consumes what he regards as a reasonable amount of time, but does not keep watch to see whether desire is growing, or whether it exists at all. He then blunders on into his closing talk. Sometimes the prospect is ready to close; but more often he is not ready—and the result is, of course, negative. As well pull a trigger on wet powder and expect an explosion. If the salesman had been alert to read the signs he would have seen the folly of bringing the matter to an issue at this time. He would have avoided a "No," saved his face, and worked up more desire, that his proposal might meet with better favor when he made it.

Your chart of the Mechanics of Salesmanship shows the eighth element of the Sales-Process to be "Getting Decision" and the ninth element "Securing Action." The two are not at all synonymous. What you are after is favorable action toward your proposition, which means an order for the goods or a definite promise to do what you want done. Desire, when it reaches the point of crystallization, *becomes decision;* but decision is not by any manner of means the close of the transaction. The prospect may say: "Yes, I'll take it; drop in next week and I'll sign the order." Many a green salesman has learned to his cost that a decision of that kind pans out very little gold for his pocket. Of course you want decision; it must

come before you get an order, but the decision alone is worth nothing. It must be followed at once by action, by a signature to the order. As a matter of fact decision and action, while not the same thing, are frequently manifested simultaneously. There are many cases, indeed, where the prospect makes his decision in the signing of the order. His *act* of signing is at once his decision also. Bear in mind that your job is to *get action,* which is the climax of your whole effort. All that goes before is lost if you fail to get the order.

365. *Things Which Inhibit Decision.*—The WILL of the prospect is the factor which the salesman has to deal with in getting decision and action. Feelings govern desire, but the will rules decision. Back of the will, however, are the feelings which control it through desire, for no decision is ever made, voluntarily, contrary to one's desires. Review Lesson 3, in connection with this chapter.

The making of a sale, then, involves an act of the will on the part of the buyer; and the will, in this case, may be resolved into three factors, namely:

1. Desire to buy or accept the offer, which involves the *motives* which actuate decision.
2. Inhibitions against decision, which include all *objections* against the act of buying or doing what the salesman proposes.

3. Decision, which is swayed for or against action by the *strength* of the objections or the will of the prospect.

A new element is here introduced into the Sales-Process, viz: *Objections*. They do not, however, constitute such a well-defined step in the Mechanics of Salesmanship as some authorities contend. Objections are like confidence, an element pervading the entire process, and must be dealt with as occasion demands. Lesson 15 will be devoted to Handling Objections, so they need not be dwelt upon here at length. It is sufficient to show that they stand between desire and decision and that the latter cannot be secured until all objections are dealt with and removed.

366. *Closing Should Be Natural and a Logical Part of the Demonstration.*—If your demonstration and selling-talk have been correctly gauged, and delivered to meet the temperament and need of the prospect, a *favorable close* should follow naturally; so naturally, in fact, as to seem to be a part of the selling-talk itself. Indeed, it is quite within the mark to say that the salesman himself is as much responsible for a favorable decision as he is for arousing interest and inducing desire. It is his job to lead the prospect up each of those steps, and it is equally his job to lead him up the steps of decision and action. These latter elements should blend with the former without any line of separation.

One successful salesman has this to say about the so-called "psychological moment" for closing:

"The psychological moment for proceeding to close and get decision, is that moment when you have said *all* that you have to say, all that *can be* said, all that *should be* said about your proposition—and have reached the natural stage of the logical stop."

General Grant is reported to have said that in nearly every battle, after hours of fighting, there came a critical moment in which both parties were tired out, and the side that braced up at that moment and pounded hard would win. Something similar happens in selling. The salesman who knows the art recognizes that critical moment and *pounds*. When you were a boy, you probably went out to the old swimming hole on the first warm day in the spring. After doffing your clothes you stood on the bank shivering until a friendly hand *shoved* you in. The prospect is very much like you, as you stood between conflicting emotions on the bank of the cold stream; he needs to be *shoved* in; he needs a gentle *push,* and the salesman must give it.

As a matter of exact fact, the close is not half so fearsome as some men would have us think. About half the customers you will approach definitely make up their minds of their *own volition.* The other half need the "push" into decision. Specialty salesmen meet greater difficulties here than either retail or jobber salesmen, although that depends largely upon the thing being sold.

The principal thing to bear in mind is that you should give the prospect a chance to buy as early in the interview as possible. How early that will

be depends on the readiness with which he grasps your demonstration, his need for the goods, and your ability to use suggestion. Your personal attitude at this juncture is the determining factor. That will be brought out in Part II. At all events get action when you feel that desire is at its maximum.

Chapter II

Signs Which Indicate Decision

367. *Use Your Powers of Observation to Discover Signs of Decision.*—If you have mastered the methods of judging the prospect and have removed all of his objections—at least all that have come to the surface—you should use your *eyes* to discover signs of decision. If a buyer looks searchingly at you and asks a pertinent question, such as the lowest price you can make him, the chances are that he is merely accumulating statistics for his card file. But if he toys with a paper knife and looks out of the window when he asks his question, the probabilities are that you have succeeded in getting pretty close to the last lap of the sale. This formula cannot be unvaryingly applied, but its method at any rate is correct. Use your eyes. Watch the prospect's gestures, the movements of his mouth, the expression of his eyes. If your character study is proceeding as it should be, you will soon learn to detect the dawning of desire in the man's mind, and every gradation of it thereafter.

Many older salesmen profess ignorance of the

exact means by which they recognize the psychological moment. They feel it, they say, or they perceive it by some unnamed sixth sense. The conviction suddenly flashes over them that the time to close has come, and they close. But do not passively wait for that sense to begin to operate. It consists partly of intuition, which you may or may not have, but partly also—and in much larger part—of observation. Use your observation *now*. Watch your man intently, endeavoring to read every sign. In time this watchfulness will become second nature, so rapid and true that it will seem to you the operation of a mysterious sixth sense, as it does to these older men.

368. *Ask Questions to Draw Out Decision.*—In addition to observation, it is a good plan to draw out some expression of desire by adroit questions. "That looks fine, don't you think?" says the clothing salesman. "Which binding do you like best?" asks the book agent. Unless the prospect is moody and stubborn, such suggestive questions will almost certainly evoke some statement of opinion or feeling. It may be necessary to test desire with these questions many times, before the response is such as to justify an effort at closing. Keep asking them, from time to time, and only as a last resort attempt a close without having first elicited a favorable reply. These replies have another value besides their revelation of the prospect's desire. They make it easier for him to say "Yes" to the final question, because they permit him to show, before the final question is put, that

he has a good, reasonable basis for buying, if he should decide to do so.

Some authorities hold that the use of such questions and answers is to get the prospect to commit himself, to make admission after admission until he finds himself past retreat; when the logic being all against him, he must say "Yes." It is doubtful whether that is the chief value of the method; because, as we have seen, a sale is based not so much upon logic as upon feeling. A man might admit that you had cleverly tied him up in an argument, and yet refuse your goods. He might, in fact, be so offended by the rational defeat that he would not buy from you under any circumstances. A man buys solely because he *desires your goods,* not because you have been able by some trick of speech to trap him into an admission regarding the goods.

The true use of leading questions is to enable the prospect to express little by little his growing desire. If he has none, a forced out statement, in which he does not *mean* to express desire, will certainly not give him any, and so it will bring you no *nearer* the sale. If he does have desire and is permitted thus partly to confess, with a show of rationality to sustain his self-respect, it will not seem like such a long jump when he comes to the final decision. So it will need less effort of will—either of his or yours—to thrust him over the jump-off, and compel action.

369. *Cross-Examining the Prospect to Get Decision.*—A salesman handling a high grade ma-

chine for office use, employs the "question" plan for getting decision, and he does it very successfully. Here is his manner of closing, as he relates it:

"In selling difficult prospects, I have found that a method somewhat resembling a cross-examination yields good results. I aim to extract affirmatives to a series of carefully planned questions, and then by summing up the evidence prove that but one conclusion can be drawn—a purchase.

"Here is about the way the interview proceeds:

" 'Is it not true, Mr. Jones,' I inquire, 'that if this machine will save you the labor of two employes its purchase will be a good investment?'

" 'Yes,' replies the prospect.

" 'Is it not evident, from the testimonials which I have shown you, that this is what it has accomplished in concerns which were confronted with practically the same problems which meet you?'

" 'Yes.'

" 'Does it not logically follow that, everything else being equal, if your competitors operate at lower cost than you do, they will eventually have a distinct advantage in gaining a market?'

" 'Yes.'

" 'Does not our offer of a free installation—you to have the privilege of returning the machine without one cent's obligation if at the end of thirty days it has not demonstrated its merit—afford you complete protection?'

" 'Yes.'

" 'Well, then, Mr. Jones, you have agreed with me that your problems are similar to those that

have been solved by this machine; that if your competitors use it and you don't, they have the advantage of you; that by installing it you are not risking one cent; and that if it will do what we claim (and our testimonials are proof that it will) it is a good investment—then, Mr. Jones, in the light of these facts and your attitude, how can you escape the conclusion that the one proper, logical move for you to make is to put your name to this blank applying for a thirty-day trial, entirely at our risk and expense?'

"In most cases, the prospect hesitates a moment, reflects that there is no way of extricating himself from the predicament in which he finds himself, and signs. Sometimes, however, the prospect still hangs back with an objection which hasn't been uttered.

" 'But my problems are not identical with those of the cases you have named,' he may reply.

" 'That is the only question remaining in your mind?' I then remark. 'If I could remove that objection, you would give it a trial?'

" 'Yes,' he replies.

"Then comes the struggle to show him that in all essentials his problems *are* similar to those of concerns where the machine has been successfully applied. During this process, which often involves some research work into his office routine, I unobtrusively emphasize the fact that he himself has said that the entire question hinges upon this one point. This is to prevent his advancing still another objection when this feature has been effectively covered.

"Then, when I force an admission that his problems *do* resemble those of others, at least in so far as the machine is concerned, I do not hesitate to boldly state:

" 'You recall, Mr. Jones, that you said that if I could remove that objection you'd give the machine a trial? You admit that you are convinced. Then now is the time to put your name down on this order blank.' And almost always he does it.

"My theory regarding this cross-examination style of selling, as compared with the usual simple affirmation, is that it impresses the prospect with the questioner's reasonableness. It sounds more like an honest effort to get at the truth than a mere attempt to force a sale. Still further, it makes the prospect feel that he has *convinced himself*. It works well with me, and it is doubtless applicable to the sale of many commodities."

The method illustrated by this salesman is admirable; but it must be done with utmost tact for many men might balk at being used as a target for so many questions. Your attitude and tone of voice will have vital influence on the prospect in using that plan. Be very sure that your questions are framed to get "Yes" for an answer. Never let him say "No" if you can possibly help it. One negative thought injected at the moment when you are trying to get a positive, favorable decision might upset the whole program. *Assume* that decision has been reached, if you feel that it has, then get action.

Chapter III

Making It Easy for the Prospect to Sign Up

370. *Give the Prospect a Chance to Sign.*— That may seem like a trite suggestion, but in reality it is profound wisdom. There are salesmen who have been known to lose a sale because they talked so much, or were so dense, that they did not know when the prospect was sold, and so *unsold* him. Take the case of the young man who starts out to sell a well known encyclopedia. He has memorized the selling-talk thoroughly, and is duly impressed with its importance. He learns that Mrs. Smith has expressed her intention of buying a work similar to that which he is introducing. He hastens to her home and meets her at the door, attired for the street. She protests mildly that she has an appointment and can hardly spare the time to look over the prospectus. Assured, however, that he will detain her but a few moments, and with the intention of making a purchase, she invites him to step into the hall. Then he commences:

"The International Encyclopedia is the only one for a person to buy who has use for an up-to-date—"

"Yes," Mrs. Smith interrupts, "it is the work I intend to buy. What is the price?"

"Just a minute, madam. All questions that relate to home life, school work, or business are fully and adequately answered in its sixteen thou-

sand, nine hundred and one pages, and eighty thousand, seven hundred and ninety-one articles—"

"Yes, I know," breaks in Mrs. Smith. "I think I will give you an order. Is this the style of binding?"

"Yes, ma'am. In science, art, history, literature, it is the most comprehensive, accurate—"

"But," says Mrs. Smith—

"Yes, ma'am. You will notice that we commence with A. Abacus, a table or slab used by the ancients upon which to reckon time. There are really—"

"Yes I know; make your order, I must really go. I have an appointment."

"Just a minute, lady. We take up Allomorphism, the property of certain substances of assuming a different form while remaining otherwise unchanged."

And so he goes through the alphabet to Zootechny; and when he finishes and gives the disgusted woman time to speak she informs him that she would not take the work at any price.

If your selling-talk has been memorized, as it should be in selling some commodities, you ought not to let it *enslave* you. You should be able to break off at any point and get decision if it seems to be at hand. If the memorized talk has so chained you that you simply must get all of it off your chest with each prospect, then you will fail with a majority of them.

371. *Making a Test of the Strength of Desire.* The only way that you can find out whether or not your man is ready for action is to test him; give him a *chance* to buy. Suppose, for example, that you are selling this Salesmanship Course, and you have given your selling-talk to a prospect. You have gotten down to the end, and you are not sure about the feelings of the man, so you say: "How does it appeal to you, Mr. Brown?" He may answer like this: "Well, I don't know; it looks pretty good, what does it cost?"

"I'll show you just what it costs and how easily you can pay for it," you reply, as you take an enrolment blank from your inside coat-pocket and open it on the desk before him. You read the contract slowly to him and point to the words with your finger as he looks on. And be sure that he *does* look on and follow your reading. When you reach the *terms,* read them in a casual manner without emphasis, and finish reading the contract. Then say:

"You see, Mr. Brown, how inconsequential the cost is compared with what you are getting for your future profit. It's just about the price of two cigars a day for the six months which you will probably take to complete it. Now, if you were going to enroll for the course would you rather have it sent to your home or to your place of business?" (While saying this, casually take your fountain pen from your pocket and write the man's name on the appropriate line.)

It is more than likely that he will reply: "Why, I guess to my home."

"And what is the address?" you ask, as you hold your pen at the line to write. As he gives you the address write it down. Then say:

"Would you care to save some money by paying cash or would it suit you better to pay by the month? Your first payment, you see, is only ten dollars."

If all goes well he will pay by the month. To put your pen in his hand after that and get his signature is as easy as writing your own. If he balks at the point where payment is mentioned, you will slide back to some feature of the course and start on a *second* selling-talk, the purpose of which is to make his desire stronger. By asking him some questions you will uncover his further objections and come right back to the point of signing up.

Sometimes even a *third* selling-talk is necessary before you get the signature. Make the *test* for strength of desire anyway. It brings matters to a head and gives the prospect a chance to sign and you an opportunity to finish your work.

372. *A Feigned Retreat May Induce Decision.* An army sometimes finds it profitable to feign retreat, then suddenly make an unexpected turn on the enemy from a new quarter. The unexpectedness of the attack brings discomfiture to the foe. So a salesman may find that the prospect seems to have settled back determined *not* to reach a decision. He has not turned the proposition down, neither will he make a decision favorable to it at that time. So the salesman does what the army

commander would do—he makes a feint at retreat. Rising from his chair, and picking up his sample case or outfit, he apparently is about to depart. This relieves the prospect and causes him to relax somewhat his firm will-footing. Then suddenly, as the prospect is off guard, the salesman comes back at him with a stiff, strong appeal accompanying a positive statement or question, which the prospect will answer. He then enters upon his second talk or else signs up the prospect then and there.

You will, after all, work out your own best ways of getting action. There is no rule that will apply in all cases. One man yields readily, another will be stubborn. One prospect will sign up immediately after having given you apparently scant attention; while another who seemed most deeply interested will refuse to sign "today."

There are some don'ts which you should observe in securing action. Here are a few:

373. *Do Not Force the Sale Unduly.*—Many salesmen develop so much suggestive power that it verges on hypnotism, and they can obtain a prospect's signature almost against his will and reason. This is, in general, a mistaken policy. The prospect may, as he claims, be too poor to buy; or there may be other reasons which you in your enthusiasm can override, but which will eventually heap great inconvenience upon him, if not misery. There is one salesman who, by such over-urging practically compelled a reluctant youth to buy an automobile; and to pay for the

machine the young man forged a check in his father's name, bringing about family complications of the most distressing kind. A salesman of that type is dangerous to society.

374. *Do Not Close by Any Kind of Deception.* It is not necessary to point out and then explain away every one of the weak points of your article; but if there is any serious weakness which the prospect will be likely to think of after your departure, do not conceal it. When he learns of your deception, he will be angered; he will doubt all the actual merits of the article, which you have truthfully displayed; and having no one to set him right, he will probably cancel the order. It is better to mention the disadvantage casually, and show how it is really an *advantage,* or how in spite of it the article is superior to others of its kind.

375. *Do Not Take Promises Seriously.*—It is a daily experience of almost every salesman that, in order to put him off for the time being, the customer promises an order on his next visit. If the man has forgotten the promise he is inclined to think, when told of it, that the salesman is either mistaken, or is trying to get from him an order which he is under some obligation to place. He is apt to think the salesman dishonest to this extent. If he does remember the promise and finds himself unable to keep it, he is placed in an embarrassing position, which results in an unpleasant feeling on the part of each. The salesman takes the ground that the prospect has not kept his promise; the prospect feels the truth of the com-

plaint; so, they get out of sympathy with each other, and it takes a long time to reestablish mutual confidence and satisfactory business relations.

376. *Do Not Be Put Off; Close Now.*—So far as you can, avoid the answer of "I'll decide tomorrow and let you know." Your competitor may appear in the meanwhile and reap the reward of your efforts. At all events, the prospect's desire is certain to cool off in your absence, and a dozen new objections will arise. Do not press the "decide now" issue too hard, however. The man may have the most solid, most unavoidable reasons for desiring to put off the decision. Then your urgency will seem to him heartless, inconsiderate, and selfish, and if you crowd him too close he will refuse you flatly. You should *know* whether postponement of action is justified or not.

377. *Do Not Take "No" for an Answer.*—A salesman should emulate the persistent lover. He expects to hear "No" several times, but he believes it is not meant seriously, and that the speaker would be disappointed if he took it so. The best assumption for a salesman to make is that when a prospect says "No" he doesn't understand; for the proposition, certainly, is intended for his profit; and no man in his senses, who understands the profitableness of a deal, will reject it.

Frequently a prospect will speak his refusal early in the interview. Thus a housewife, answering the bell and seeing a strange man with a telltale sample case, will say, crossly, "No, I don't

want anything today," when she hasn't the slightest idea what the case contains. Under these circumstances, plainly, the prospect does not understand. From ignorance, impatience, or a temporary whim, she is neglecting a transaction which, in your honest estimation would be of genuine value to her. It becomes your duty, therefore, not to take that "No" seriously, but tactfully to insist upon a hearing.

The same attitude can also be maintained toward many of the "Nos" later in the interview. Even after you have talked to a man an hour, he may still fail to understand. If you have any vein of selling-talk untapped, if any motive has not yet been played upon, there is still a chance that the man can be *made* to understand; and according to the rules of salesmanship, you are justified in offering your aid to his intellect.

There are times, of course, when a "No" means just that, and nothing less. Then you must accept your defeat and promptly withdraw, else you become a nuisance and a bore. You need not be long in the field before you will learn to distinguish the various degrees of negation, and will know when to persist and when to retreat.

It is a good plan also, as mentioned in another connection, to prevent as long as possible the actual utterance of a "No." Even the weakest "No" has a kind of finality; and the speaker, feeling that the matter is decided, will be reluctant to consider it any further or submit to having his mind changed.

Ask no questions that will permit of a *definitely negative* answer. Do not allow an interruption, if you can see that it is going to be a flat refusal. Ask him politely to "wait just a moment," and keep on with your selling-talk until you see the disapproval fading from his face; the impulse to speak beginning to weaken.

Chapter IV

Allaying Doubts before Reaction Comes

378. *After Action Comes Reaction.*—The last step of a sale occurs *after* the sale has been closed. It consists of your departure, so well timed and managed as to enhance the effect of what you have already done. On your chart of the Mechanics of Salesmanship it is put down as "A Mutually Pleasant Adieu."

The step may appear unworthy of the attention of a man who has already achieved the greater feat of obtaining an order. As a matter of fact, it is possible to bungle this step so badly as to undo that great achievement. You may have the mortification of seeing the order canceled, and may ruin every chance of obtaining further orders in the future.

Consider the state of the man's mind at the moment after closing. If he is a person of consequence, and has given much time to the interview, he will probably desire to resume his work hastily, in order to retrieve the loss. A person of little consequence may, of course, be in no such hurry;

but in one respect the customers of high and low degree are pretty much the same—the excitement of desire begins to wane. For, no matter how satisfactory the bargain, his desire cannot remain at the high mark it reached under your eloquent presentation. Reason begins to clamor. All the *half* answered objections recur; all the *answered* objections rise up to question the answers; and new points of view, new uncertainties, new apprehensions sprout up, choking all the man's momentary satisfaction. In short, he is beset by qualms. He more than half wishes he hadn't done it.

Now, when a man has really been sold, by straightaway and honest salesmanship, he will, if left to himself, defeat those qualms and relapse into a state of comparative contentment, until the goods are delivered. But if given an opportunity he will put you to the proof again with questions and complaints; and he *may* cancel the order even before you get out of town.

It is thus up to you still to take the initiative, and either drug and crush those qualms, or thwart their action. Reserve some bit of information about the services of your goods, which you can divulge after the sale is closed, thus reassuring the man that he has made a more profitable purchase than he realized at first. The mention of a guaranty is usually very effective at this point. Or, you might refer briefly to one or two of the strongest points, on which you sold him, reasserting their truth, and the certainty of his satisfaction because of them.

379. *Be Careful of Attitude.*—No matter how great the amount of your sale, no matter how high your elation after a long, hard struggle—*keep calm.* Retain your poise. Do not let the customer read in your actions and expression the thought, "I've *won.* This will be a good one to tell at the office," or "I caught you that time!" Rather, you must *express*—and *feel*—this idea toward the buyer: *"You* have done a wise thing and I am sure the longer you think about it the better pleased you will be."

In all you say or do after the sale, be *brief.* Remind the purchaser of the excellence of his bargain, make some complimentary remark about his business, his home, or whatever concerns him most nearly, and as you leave, shake his hand. In a word, be courteous, calm, and confident. Do not *seem* in a state of agitation and hurry to slip away before he can find you out and call you to account. Make a good *last* impression as well as a good first impression.

Be prompt, nevertheless. Do not loiter for a friendly chat, or to tell a long-winded story. Even if you do succeed in keeping down his qualms, you will wear your welcome out or betray yourself for a jollier.

Should it happen that the man has refused to buy, your departure should still be calm and courteous. Do not betray any resentment, do not be discomposed. Have you not all the time been pleading for permission to do him a *service? Then keep that attitude.* Whether you say it or not, you should feel that he is the loser; that he has made

a serious mistake; but that you, though you may have lost some respect for his business intelligence, like him personally as much as ever. Say something to the effect that you believe he will soon see the matter in a better light, and that you will call again.

Then, without delay, pick up your hat, and GO.

Part II: The Salesman

HE WHO WILLS GETS ACTION

Chapter I

Necessity for Developing an Active Will

380. *Blame Yourself for Lost Sales.*—You will not be able to influence men much beyond the power of your own will. You will need, therefore, to develop that will to as firm a point as possible. This has been dwelt on before, but it is a matter that concerns you in getting decision because there you are dealing directly with the *will* of the prospect. If you fail to make a sale, it is good practice to *blame yourself* first; then, if you are not at fault, seek the cause for the failure. That will help you strengthen your *will to achieve.*

Theoretically, a salesman should by constant practice become so skillful that he can overcome the defense of any human being and create desire sufficient for a purchase; but when we leave the realm of theory, we find that no such happy circumstances prevail. The salesman has not yet been born who sells to all his prospects.

The fact is that the obstacles to a sale sometimes are really insurmountable. The prospect may, in sad truth, have no money, and no means of obtaining any. Your article may be such that he cannot possibly use it. It may be undeniably inferior to a similar article which he has seen. These conditions are beyond your control; and, if you are

seeking the prospect's welfare, they will oftentimes preclude the possibility of a sale to him.

Such conditions, however, are comparatively rare. As you grow older in the business, you will lay less and less blame upon the *conditions,* and more and more upon *yourself.* You will see that, however high the barriers to a sale, there is nearly always a weak place, or a way around. These, with ingenuity and pluck, you can find. Even after you recognize this truth, you will still occasionally fail in closing an order. But a lost sale in which you acknowledge responsibility is never entirely lost, for it can always be so used as to become a source of future profit. Admit that the error was yours, and then retrace the course of the interview to ascertain where the error lay.

In no other feature is the expert salesman more squarely distinguished from the blunderer than in this: the latter make no *perceptible progress* after the first month or so of their employment. They retain the same virtues, unimproved; and the same faults, uncorrected. The chance reason or suggestion that helped them once may also help again; but the mistake that lost their first sale keeps on losing sales to the end of their careers.

A true salesman, on the contrary, observes the ideas and methods most effective in one encounter, and strengthens them for the future. He inquires thoroughly into the causes of each failure, and guards against their recurrence. Learning thus from every sale—whether successful or the reverse—the best means of preparing for the next, day by day he marks a regular, steady advance.

Review your sales. Reserve (from your margin of time each night) half an hour in which to think over the interviews of the day and particularly those that ended in a refusal. Recall your presentation, step by step, and try to determine the point at which the tide of influence began to set definitely and irretrievably against you. You will be surprised at the ease with which you can place your finger on the exact error; and you will be gratified to find with how little effort you can eliminate the error. The change of a few words in your selling-talk, the addition of a single argument, or a slight change in your demonstration, may turn the tide in your favor. Thus you can make sure that in one part of your work, at least, you will not be likely to fail again.

381. *Questions to Help You Check Up Weak Will and Strengthen It.*—Ask yourself these questions in all seriousness when you have that half hour session with yourself at night, and find an answer.

Did I fail to meet my appointment? Busy men are very strict on this matter, and many sales have been lost by good salesmen because they failed to keep an appointment. The buyer acts on this ground: that if you are lax in keeping an engagement *before* getting his business, you will be even more lax afterward. He wants to do business with reliable men.

Were my actions unbusiness-like? The prospect sizes you up just as soon, and often sooner, than you do him. If he thinks you are not a good

business man, he frequently does not care to do business with you.

Did I size up my prospect incorrectly? This is extremely important. You must be able to judge the prospect at sight so as to know what kind of talk will be most effective. If you fail in this, you will probably not go beyond the first step in the sale.

Did I fail to observe that my prospect was busy? Do not disturb your prospect if he is *really* engaged. He won't give his whole attention to you if he is interested in his own affairs at the time.

Did I disregard my prospect's mood? Many men are moody and must be handled according to their moods. It often occurs that a sale is lost because the salesman "rubbed the prospect the wrong way." Study the man's mood and adapt yourself to it.

Did I lack mastery of myself? You never know just what sort of a reception you may get. Be in perfect *control* of yourself, ready to meet any treatment, any emergency.

Did I show timidity? This puts you on the defensive at once. The prospect quickly recognizes your fear and often uses the situation as his guard. He "gets you going" and you are the loser. You are better acquainted with your line than he is and, at the worst, he can't hurt you. Keep your nerve.

Did I talk too much? This is a common weakness and must be avoided. Some of the best salesmen are able to make the prospect do the talking. That is good tactics and is worth cultivating.

Did I ramble in my talk? Stick to your subject. If it becomes necessary to depart from it temporarily, do so, but get back to your subject as quickly as you can. It saves time, and increases your mental control.

Did I fail to get at my subject properly? Have a definite method of presentation. You will have to vary to conform to local conditions, but you can nearly always cling to the main outline, thus insuring a certain degree of effectiveness. The distinct value of writing out and memorizing a selling-talk is that it keeps you close to the subject. Don't be a slave to it, however.

Did I talk too rapidly? While *you* know your subject thoroughly it may be *new* to your *prospect.* He cannot follow rapid talk and absorb the valuable points you are giving him. Talk deliberately, naturally, plainly, and with force that convicts.

Did I use words and terms that my prospect did not understand? In most cases he will not acknowledge that he does not understand; it would be an admission of ignorance. However, you can tell by his expression whether he is following you, and if he is not, go no farther. It is useless to say more until your man is familiar with the thoughts you have given him. Clear up each point as you go along.

Did I make misstatements to my prospect? No man wants to do business with a salesman who is not truthful. If you are driven into tight places there are ways of getting out without lying. Be resourceful but honest.

Was I too brazen and forward? There are plenty of ways to push in and save time without acting the boor about it. Too much "brass" or "gall" will arouse resentment and dislike.

Did I become too intimate and place my hands on my prospect? Few men will stand for this. If you have awakened some interest and then become offensively intimate, you run a big chance of losing all you have gained. Be courteous and friendly, but do not be intimate without having grounds for it.

Did I sit on the edge of my prospect's desk? Some men do not want a salesman to come into their place of business and take liberties. Get as close as is reasonable and decent, however, in order to give the prospect the full force of your personality—the positive magnetic force.

Did I repeat statements till they wearied my prospect? Repetition is necessary, but to repeat too frequently shows a lack of training and an indefinite plan of presentation. You can repeat your idea in synonymous words or phrases. The exceptions are where you emphasize saving or making money, etc., as already indicated.

Did I fail to reach the point of contact with my customer? Every man has a responsive side to his make-up, and it should be the object of the salesman to find this early in the approach. If you fail to reach the point of contact, don't blame the man; but blame yourself for not having a sufficiently broad knowledge of human nature to discover his vulnerable point. Find the thing that he rides as his hobby, and *ride with him* until he

has shown his pleasure at your interest; and then gradually bring him to your subject—but not abruptly.

Chapter II

Using Assurance, Decisiveness, and Authority

382. *The Salesman Is Strength for the Will of the Prospect.*—Remember this, first of all: That the salesman himself *closes* the sale, as well as *creates* the desire upon which it is founded. The beginner ordinarily feels that, having led the horse to water, it is now only for him patiently and hopefully to wait while the horse drinks, or refrains from drinking, as the impulse moves him. Quite the contrary is the fact. You must still take the initiative, just as you have throughout the interview.

Your *attitude* at this moment must be one of assurance, decisiveness, and authority, for the average individual yields to one who is decisive and at least *seems* to have authority. If you have any fear of the outcome, it will betray itself in your voice and you will be defeated. Even a dog will detect the faintest lack of firmness in your voice and then disobey you, thinking you don't quite mean it. Human beings are not less observant.

However much you may have wavered heretofore, screw up your courage now—screw it up tight. Imitate the runner who swings along easily for the first three-quarters of the mile, but in the

last quarter, mustering all his energies, sprints for the finish as though he had just come fresh on the field. The first and, perhaps, greatest essential of a good close is to strengthen the will of the prospect with your own, for at this point you must display no doubt as to a favorable result.

383. *Questions to Help You Become More Authoritative in Closing.*—As in the previous chapter, ask yourself these questions and answer them in all honesty.

Was my demonstration not clear? How can you expect a man to become interested in something that he does not understand? Be clear, and so deliberate that any one can follow you and understand. Clinch each point as you go along.

Did I fail to bring out the strong selling point of my proposition? This is more apt to occur to a new man than to an experienced salesman. After you have been selling for a short time, you will gain a self-control and a confidence that make it possible to think logically of your *subject,* and not of *yourself* and to know how you are acting or what you are saying.

Did I fail to go into my proposition thoroughly? This is usually a fault of new men, or those who do not have a complete mastery of self. Get hold of yourself and do not let any points slip by without having your prospect thoroughly *understand.* Remember the old adage: "Haste makes waste."

In answering objections, was I combative? This seldom pays. You must fight your case, of course, but you can do so without being combative and

"rubbing the buyer the wrong way." If you get the ill will of the prospect it may be years before you can again obtain his interest.

Was I weak in arguments? Be original and resourceful. If your house demands a set speech, then so master it that it becomes a part of yourself. But always have reserve arguments in store for emergency. Never go out for game unless you are loaded for it. Be so full of knowledge that convinces, decides, and persuades, that you can use one argument after another to storm the battlements until they all crumble down.

Did I lack enthusiasm? How can you expect to enthuse others in what you have to sell if you are not beaming with enthusiasm?

Did I neglect to follow up my strong points? When you see that a certain line of talk is creating interest, follow it up with renewed determination and force, with enthusiasm sufficient to ripen the interest into desire.

Did I exaggerate and otherwise misrepresent? No one desires to buy of a hot-air salesman and most buyers are shrewd enough to see through false statements. Even if they don't, the goods will tell their own story; and a desire for future orders will never be realized if you get a first order by exaggeration or lying.

Did I lack power of persuasion? This faculty is most valuable. It enables you to overcome final objections and bring your prospect's mind over to your views. The word "persuade" means "to sweeten." You are so to sweeten your presentation that the prospect will like it.

Did I fail to urge my prospect to sign the order? You will often find men who have to be urged to sign. They are in a state of mental indecision and need a little force to push them over. In such cases, you will not lose by urging the order upon them and using some strategic means of securing the signature. The prospect is relieved after you have induced him to sign, and is really glad of it.

Did I miss the psychological moment for closing? This has cost many salesmen an order. You must understand the situation with all its changes, and lead your man so that you can *feel* his mind working. At the psychological moment, close him, and then stop.

Did I beg for the order? Don't be an object of charity—*sell* something. There is a vast difference between *talking for* a sale, and *begging* for it. Whenever you begin to introduce personal reasons for wanting an order, you are putting yourself among the commonplace order-takers, and will be ostracized by real salesmen who gain their business by presenting *their goods* in such a forceful manner that the prospect wants them and asks for them.

Did I belittle my customer's judgment? Seldom, if ever, should you assail the judgment of your buyer. He *thinks* he is right; but if you do not think so, convince him without telling him outright that he is wrong.

Was my personality lacking in any of the following features?

Did I rise late and neglect to shave?

Was my face flushed and my eyes inflamed from last night's "good time"?

Did my clothes need pressing or show grease spots and other marks of neglect?

Were my shoes unshined, or laced with broken strings?

Was my collar soiled or frayed in front?

Did I wear a "loud" vest or a "screaming" tie?

Was my cravat pin gaudy, attracting my prospect's attention to it rather than to my subject?

Was I nervous and self-conscious?

Did I smoke in the presence of my prospect and so possibly excite his wrath?

Did I chew gum and mumble my words?

Were my nails and hands untidy?

Was my hair uncombed?

Were my clothes flashy or extreme in cut?

Did I act as if I were lazy?

Chapter III

Sowing Seed for the Aftermath of a Sale

384. *Why the Square Deal Is Best with All Prospects.*—Retail and jobber salesmen certainly have every reason in the world to deal fairly with customers, and not overload them nor deceive them. Their customers will have an immediate "come back" if they do not get justice; and they will naturally transfer their patronage to another house. The retail salesman, however, sometimes has the attitude which says as plainly as words:

"Well, take it or leave it; if you don't want to trade here, you know what you can do!" And that is the exact fact about the customer. He or she does *not* have to trade in that particular store; there are others. That attitude of the clerk is disastrous, and sooner or later will react on his own head, for no clerk can be independent of the customers who yield him his bread and butter.

Some specialty salesmen, also, think that they can get the best of prospects and not suffer. They are wrong. Even though they may never sell but one article to a man, the very attitude assumed is going to bring its punishment under Newton's law of equal action and reaction. There is only one right way to do anything; and, furthermore, you should have an eye to the future in every transaction with your fellowman. This does not mean, however, that you are to look out solely for *yourself* in selling. That folly has already been pointed out in this course.

There is an aftermath to every sale, just as there is to everything you do. The best sort of personal insurance against unhappy results in dealing with our fellowmen is to leave no room for ill to come to us. The square deal is the only deal for a square man.

385. *Don't Give Presents to Prospects.*—It is against the federal law for you to give a customer a present. That law was enacted to prevent restraint of trade, or the gaining of trade through unfair competition. Trade that must be *bought* is not worth having. The great salesman spends

little money on his trade, but the foolish tyro has recourse to presents in a vain endeavor to attain success. Purchasable trade, not being based upon merit, is not dependable, for a higher bidder usually captures it.

Salesmanship consists in persuading a man to buy an article by convincing him of its superior merit, and not by throwing in a few trading stamps by way of bribe-money, presents, or lavish treats. While not denying that some can be influenced by "sociability," they are growing less and their patronage is seldom profitable or desirable. This does not mean that you should not take a prospect out to luncheon or dinner. Sometimes it is better to get him away from his office. Conditions will regulate that.

386. *Do Not Ask or Accept Favors.*—Young salesmen often make the mistake of resorting to "sob story" methods. "I'm working my way through college," says the summer book agent, and anticipates a special consideration on that account. "Won't you take this paper mister," begs the newsboy. "It's the last one I've got, and I want to go home." To attempt to close a sale by this means savors very much of the plea of some street musicians: "Stranger, won't you help a poor blind man?" It is a species of begging, and no full-grown, self-respecting salesman will be guilty of it. Secure orders it undoubtedly will in some cases; but it is not salesmanship.

By using this method you interrupt your growth in real salesmanship power. Even though the

prospect buys he does not truly respect you. Even if the article is one of value, the purchaser will esteem it lightly, because he took it, not for its own sake, but for yours. His most fervent wish will usually be that he may never see you again. No, do not beg! If a man says he will "help you out a little," *resent* the offer of charity. Hold always to the position that you are giving him the worth and more than the worth of his money. You are giving him genuine services, which *he needs;* and if you obtain a profit from the trade, it is only your just due, as in all respectable business.

387. *Do Not Close with a Man of Poor Credit.*—If, in the course of an interview your suspicion of the prospect's credit is aroused, put off the closing until you can learn more about him. Do not permit him to close either, for, contrary to the general rule, people of this type frequently take the initiative in closing. "Yes," they will say, "I'll take that," wishing to obtain the goods, but intending never to pay for them. Once a "Yes" has been spoken and an order signed, it is embarrassing to break the agreement. Where the Credit Department is a daring one or where it prefers to pass on doubtful cases itself, you may of course spare yourself this responsibility.

388. *Check Up the Prospect's Attitude.*—You have already asked yourself some searching questions in the two preceding chapters. Now you should follow that up with respect to your future

attitude toward the prospect or customer, gauged by what you think of his attitude toward you and the causes behind it. The questions given in this lesson should be sufficient for you to get a line on yourself, the prospect, and your entire demonstration. While self-analysis is all important and while analysis of the other factors in a sale is essential to make you a progressive salesman, they should never be indulged in during the course of an interview.

If you should attempt self-analysis during your talk, your mind would be on *yourself* and not on your *work*. This would surely end in disaster. You would talk at random, for you could not concentrate on your article to bring out the strong arguments and selling points. Your prospect would, undoubtedly, notice your confusion and be interested in its probable cause rather than in what you want him to think. Think *right* thoughts about your article direct to your man, and if you do it hard enough, he will think in accord with you.

389. *Questions to Aid You in Your Conduct toward the Prospect.*—Here are further questions for self-analysis:

When my prospect kept me waiting did I show impatience? In most cases if the prospect has kept you waiting, either intentionally or not, do not show impatience. If necessary, let him know that your time is valuable or that you must catch a train, but do it in such a manner that he cannot think he has you at a disadvantage.

Did my prospect have his mind on other busi-

ness? No use to push your deal until you can get his attention. Better call again or resort to strategic methods than ramble on when your man has his mind on other things.

Was my prospect a crank? You will often find such. Some salesmen contradict this and say there are no such people as cranks; that the trouble lies in the salesman's inability to handle the man properly. This may be so, but at any rate, you will find some men who require "special treatment."

Was my prospect a bluffer? Do not let your prospect get you down. You are always a better man than he is at your end of the deal and should never let him bluff you off your line of action and disconcert you.

Did my prospect have a grouch? In cases of this sort it is not good policy to aggravate the man by antagonism, but be as tactful as possible, in "rubbing him the right way." If you have a grouch also, it can hardly be imagined that you will do any business on that trip. Good cheer and diplomacy will help you here.

Did I disregard questions my prospect asked? Remember that what your prospect asks questions about is the thing in which he is *interested* and he should be answered. If you don't answer, you may think you have his attention, but in reality he is still semi-consciously wondering about the question. Get the question out of his mind—satisfy him; then you will have his attention.

Did the buyer not care to take on another line? If he has concentrated on a particular brand of goods, and made it popular, it is sometimes any-

thing but easy to introduce another line. Show him the advisability of carrying your line to catch some trade that is now going to his competitor.

Had my customer decided to cut out my line and not handle it in the future? Maybe this was your fault, or your firm's. If the latter, you must remove the sticking point by finding the causes of the merchant's decision. If the former, make things right with your customer. There are a great many reasons why a merchant will give up a line—no profit, no demand, poor article, too long to get it, too hard to sell it, and many others. You must cooperate with your merchant in order to change his mind and again create a desire for your goods. Point out improvements, suggest new selling methods, help him select his stock more carefully, help him trim his window, if necessary to start your goods, should he be a retailer.

Was my firm too small? Show the buyer that on account of the smallness of your firm, you can give him more individual attention than if the firm were large and had an enormous business where the energies of all at the head must be spent in managing the company's affairs.

Had my firm failed to give the customer attention he thought he deserved on a former deal? Make proper apologies for your firm, if need be, but do not belittle your people. His grievance may have been due to an oversight or carelessness on the part of some individual and did not represent the firm's policy.

Had my firm refused credit at some past time? It is always difficult to interest a man who has a

grievance or who feels tnat he has been humiliated by your people. In such cases you have to win the man by arguments, showing why they did the refusing, and explain that it was not a *personal* matter but one of *business*. Many times a man can be convinced that the firm's attitude was, after all, not a personal affair, but one of general rule which operates for his good as well as the good of the house.

Chapter IV

Fulfilling the Definition of Salesmanship

390. *"The Triumph of the Man Who Acts."* That is the title of a little brochure by Edward Earl Purinton, a most inspiring writer of wisdom philosophy for business men. Here are the paragraph headings:

Health attends the man who acts.
Wisdom guides the man who acts.
Hope frees the man who acts.
Joy helps the man who acts.
Power moves the man who acts.
Progress marks the man who acts.
Fame follows the man who acts.
Wealth rewards the man who acts.
Love chooses the man who acts.
Fate obeys the man who acts.
God blesses the man who acts.
Immortality crowns the man who acts.

Splendid, indeed, are these wise sentences—trenchant and true. They are exactly in line with

he sentiments of good salesmanship. In fulfilling the definition of salesmanship, you must be a man of *action,* else you cannot practice the Art of Selling and you most certainly cannot *get* action from other men. If you are really interested in "satisfying the need of a customer with goods and service" you must take action, first, with your own will—to control and strengthen it; with your own traits of character—to enlarge your powers for service; with the customer—to sell him only needful goods with profit to both of you. When you shall have prepared yourself in body, mind, and spirit to make real our definition of salesmanship and then proceed to fulfil it to the very letter, you will indeed align yourself with the forces that are making things over into a happier and finer world for men, women, and children to live in.

391. *The Program of the Man Who Acts.* Purinton did not stop with delivering those twelve aphorisms; he tells us how to get more wisdom, health, joy, power, and so forth. Here are his rules:

Stop talking—learn to speak only as you and your friends will somehow profit thereby.

Stop worrying—when you can handle the present as well as God will handle the future, you will laugh at your worries.

Stop wishing—a wish is a confession of weakness. Want what you want hard enough to get it, or else feel superior to the need.

Stop criticizing—only an ass wastes energy in braying.

Stop hesitating—it is the plunger who goes to the bottom of things. And whether gold or mud is at the bottom, the man who has found it rests.

Stop imitating—a real ruby is worth more than an artificial diamond.

Stop idling—either work, or play, or sleep, or travel; in short, make even your rest-period a thing of ambition, volition, system.

Stop hurrying—when you teach your brain to outrun your body your body will stay quiet.

Sit up straight, walk with your chest out, look every man in the eye and declare yourself as good as the best. Humility is not hump-shouldered ness.

Go to the open window and take a dozen huge breaths, deeply and slowly, stretching your legs and arms at the same time, and feeling the purified blood leap through your veins and arteries. Do this whenever you have a headache or a grouch.

Read books that build—not the mush in the six "best sellers." Goethe, Shelley, Browning, Emerson, Whitman, Darwin, Epictetus, Kant—these men produced food for the minds of real men. And of all literature of action, biography is best—you can judge the progress of your neighbor on the achievement-path by the heroes whose lives he studies.

Eliminate idlers from your acquaintance. This includes all who enjoy play more than work.

Lose yourself in your work. Come early and stay late. Use every spare moment in developing methods first to work better and then faster. If there is a man higher up in the same business, devote an evening a week to studying how he got there.

Analyze your average day, and find how many hours a week you waste. Then consider that your time outside of working hours is worth twice as much—because that belongs to you, while the other is only your employer's. Thus, if you earn ten dollars a day, every hour outside the office routine is worth at least three dollars—too much to squander.

Line your walls with portraits of the world's conquerors, starting with Jesus and Lincoln, finishing with the greatest man in your own special field. Traits of character map themselves on the face. The countenance of a winning pioneer is of itself a heaven-born stimulus.

Picture yourself in absolute command of the place you aspire to, in permanent possession of the thing you want, with every ambition satisfied and every aspiration met. Failure is a fool's name for lack of grit; not being a fool, you will not talk of failure.

Face to the front, unceasingly and unqualifiedly. Consider that the past never was, excepting in the lessons it has brought. No man regrets while still he marches on.

Attack the hardest job in sight. Do this first. A little reflection will show what it is—probably a slipshod habit or ugly propensity or chronic weakness that needs handling without gloves. The man of might is he who was merciless to himself.

If you have done all these things, and whatever else occurs in the doing, then look for a chance to help somebody who is down, lift a burden that has grown too heavy, whisper a word of love and sympathy to the lonely, the forlorn, the misunderstood. For the sad and poor and helpless can most appreciate, and will most bless, the prompt and generous nature of The Man Who Acts.

Finally, in all your efforts at closing, do not forget the fundamental fact that when *the man buys,* he will buy *because he wants the goods.* It is *desire* that permits you to close him, and nothing else. Do not for an instant relax your vigilance or your activity in relation to his desire. Try to close, and if you fail, fan up his desire to a higher flame before you try to close again. So long as there remains *any* desire, or any *hope of creating* desire, the man's "No" is never final; but when you see that desire is actually dying or dead, you had better take your departure. You might torment him for weeks, and obtain no other result.

It is a real *man's* job to help a prospect change his mind and do as you want him to do for his own good. If you do that, and do it right, you will "establish continuous and profitable relations between buyer and seller" and will win a place in the ranks of superior salesmen.

Questions for You to Answer

1. Why is an order the measure of selling ability?
2. What are the three factors involved in action of the will?
3. What is said about closing in Section 366?
4. What signs of decision may you discover by observation?
5. What is the value of cross-examining the prospect?
6. When should the salesman stop talking?
7. Give an example of a good close as indicated in Section 371.
8. When is a feigned retreat advisable?
9. Name the "Do not's" in Sections 373-377.
10. What should be your attitude after getting the order?
11. Why blame yourself for lost sales?
12. Name three of the most important questions in Section 381.
13. Name four questions of Section 383 that impressed you most.
14. Why is the square deal necessary?
15. Name Purinton's twelve aphorisms.

Lesson 15

Part I
HANDLING OBJECTIONS

Part II
MAINTAINING POISE AND POWER

Part I: The Sales-Process

HANDLING OBJECTIONS

Chapter I

What Objections Are and Why Raised

392. *What Are Objections?*—Salesmanship would certainly not be a profession, nor would it be attractive to virile men if no prospect ever refused to buy or raised objections against the goods or against the price. Selling involves conflict, but not conflict in the sense of warfare. It is a conflict somewhat similar to that engaged in by the man who attempts to rescue a drowning person. The rescuer does not accept as final the seeming objections which the drowning one makes against being saved. He goes ahead in saving him in spite of objections, sometimes even using harsh measures. He is attempting to serve the other fellow by saving his life, and he knows that he will be thanked for it even though he has to use force.

A salesman, too, must realize that he is serving his prospect by persuading him to buy. Any objections which the prospect may offer are but evidences that he is alive to the situation, or partially alive to it. So, where there is life there is hope of making the sale.

There are two objections which may be raised by the prospect to which no valid answer can be given by the salesman: namely, *inability to pay for the goods* and *no possible use for them.* When

the salesman has assured himself that either of these objections is sincere and valid he can do nothing less than depart with good feeling between himself and the prospect.

What are objections? The beginner interprets them as *refusals to buy;* but an experienced salesman, who has studied the psychology of the subject, regards them in a more favorable light. So long as a man sits quiet under your selling-talk and raises no objections, you may know that he is merely apathetic. He has not felt the slightest stirrings of desire. He knows he will not buy. He feels absolutely secure in his fortress of disinterest, into which you have not, as yet, succeeded in throwing a single shell.

But when a man becomes conscious of the gnawings of desire, what happens? One of two things. Either he fears that he will buy and makes an effort to *defend* himself; or, hoping that he may buy, he feels the necessity of *justifying* that hope. Both these states of mind are illustrated in the following experiences, related by the man in the case:

"A salesman approached me the other day selling insurance. I had not recently considered insurance and, at the outset, I confidently believed I would not buy any. I knew, besides, that such a purchase would tax my income and displease my family.

"Then, as the agent continued, he said something about accident benefits. I was on the point of leaving for my vacation, and at this reference I suddenly and quite unexpectedly felt in myself a

strong leap of desire. 'I ought to have some accident insurance before I start,' was my thought. 'I might get drowned, I might get shot.' At the same instant arose in my mind the thought of the strain on my income and of the family prejudice against more insurance. Then, because the desire was so strong, I feared that I might buy and involve myself in these difficulties. 'No,' I said, promptly, 'I can't afford it, and my family wouldn't hear of it.' That sounded like a positive and final refusal. But in reality it was a call for help, a plea to be let off, a frantic effort at self-defense—after the enemy was already within my gates. The agent recognized it for what it was, and by holding out he finally sold me the insurance.

"The second case is but little different from the first. Looking over some camp hatchets one day, I found one that pleased me exceedingly. I knew I needed the hatchet and I strongly desired it. Moreover, I did not particularly *fear* any of the consequences of such a purchase; on the contrary, I expected that all of them would be agreeable. A dozen small adverse ideas then began to clamor. Would the hatchet do me enough good to justify the expense? Could I not better spend the money for something else? Wouldn't my jackknife serve the same purpose in the woods? Couldn't I, after all, break up enough dry wood for my fire? In short, was I really *justified* in making the purchase? Admitting my desire, would it be sensible from *all* points of view to satisfy my desire?

"The former case is one of *defending* one's self

against a growing desire; the latter is one of *justifying* a desire before fully deciding to gratify it. In either case, the objections which I voiced were to an expert salesman symptoms of the desire hidden within. Without desire I would not have made those objections. I would have said, 'No, I don't want it. I haven't time to listen to you today.' Or I would have remained apathetic, saying nothing, and showing plainly that my thoughts were far away."

This, therefore, is the light in which you should view objections. Don't close up your sample case and say "Good-by." Rather quicken your attack and strengthen your charge, for objections prove that the man is wavering.

An objection is usually an indication that the man is at least *thinking;* he is not entirely dead, as a prospect. Objections, moreover, are frequently raised as a defense against buying, even as a life-preserver is put on as a means of safety when the ship is sinking.

393. *Two Varieties of Objections.*—In considering sales objections, we want to make two general classifications of such objections: the *sincere* objection and the *insincere* objection. The former is one which the prospect considers, after some thought on the subject, to be an *essential* point against your proposition; the latter is either a *bluff,* designed to get rid of you, or it may be some *fancied* weakness in your proposition, which the prospect has thought of on the spur of the moment, and of which he knows very little.

Many sales have been lost through the salesman's making a wrong classification of an objection. If he considers the objection insincere and evades what is really an important issue in the prospect's mind, he is apt to lose because of disturbed confidence. Or, if he makes the mistake of taking seriously what is really an insincere objection, he is drawn into an argument on an immaterial point—always a dangerous thing. If the experienced salesman watches his prospect closely, he should be able to tell whether the objection is sincere or not. If he decides that the objection is sincere, he should answer it as briefly as possible, yet give it the attention which it deserves.

There is great danger in giving too much importance even to a sincere objection. Remember that there is no real salesmanship in *answering* objections, no matter how necessary it may be. Getting rid of an objection is a *preliminary* (a *negative* reason or argument), and real salesmanship consists of *positive* reasons or argument *in favor* of the purchase. The sooner you are through with the preliminary matter, the quicker you will be able to get down to your principal problem.

In handling an insincere objection, a tactful statement of the real facts in the case, with little or no details, is often sufficient. Do not make the mistake of openly belittling the objection. It is better to appeal to the buyer's pride by taking the attitude that what you are saying is something which he already knows, and of which you are simply *reminding* him. If the objection is actually insincere, and you are sure of your own facts, he

is almost certain to give you the benefit of any fleeting doubt that still remains in his mind, and you have cleared up the point.

Chapter II

Heading Off Objections

394. *Anticipate and Answer Objections in the Selling-Talk.*—The best answer to an objection is the one woven in with the regular, straight-away selling-talk. The talk should have been built up to include sentences or paragraphs answering all of the commoner objections. If the prospect lets you conclude your presentation before he interrupts, you will have removed most of his doubts before they are spoken. He will feel them silently slipping away and will fancy that you never suspected him of having them. Conviction is more easily produced in this way, because until the man voices his objection, he takes no pride of ownership in it. He has not staked his reputation for good sense, good judgment, and keen discernment, so he does not have to defend the position obstinately. He feels the objection undermined and crumbling, while still hidden in his mind, and is glad that you destroyed it before he was so silly as to bring it to the light.

If you have thoroughly studied your goods, and "sold yourself," there is an answer, and usually a good one, for every conceivable objection. The prospect has only a few minutes in which to formulate his feeble little questions; while you, hear-

ing the same questions over and over again, have had weeks and months in which to prepare an answer for them. You thus have a prodigious advantage. You are a very poor salesman if you cannot refute, readily and with perfect ease, all the queries and arguments of the toughest prospect.

You were advised, in writing your selling-talk, to write out and memorize answers to all the objections you could think of. This is where that preparation becomes useful. Besides, whenever you meet a new objection, study it thoroughly that night; write out a good answer, polish it, and learn to say it smoothly.

If the answer is woven into your selling-talk later, you may tell the prospect that you are "coming to that in a minute," and ask him to wait. Be sure you *do answer* finally, however. When you reach that division of your talk remind him of it with: "Now, referring to the point you raised a moment ago," etc.

Suppose, however, the point is not covered in your selling-talk; suppose the prospect insists upon being answered *at once;* or, suppose he shows impatience or suspicion at being put off. In all such cases pause briefly and satisfy him, then and there.

Whether you answer the objection at the moment or ask him to wait, do not permit yourself to be led far away from the regular line of your selling-talk. Answer definitely, clearly, and sincerely, but do not be confused or diverted from your main object. Pause for the objections, but

as soon as you can carry the prospect's thoughts and sympathies with you, go back to the selling-talk. That is the only honest, sincere, and truly effective way to answer objections.

If you have studied your proposition thoroughly, as already advised, and have thought out the main objections which may be brought up against buying, it will be possible for you to work into your selling-talk an answer to those objections. That does not mean that you are to mention the objection itself, far from it; for that would be putting negative ideas into the prospect's mind—something you must avoid.

At the very forefront of your interview, some men will tell you that they are "too busy" to listen to you. You can anticipate that objection, or rather *excuse,* when you have reason to think that it is coming, by saying: "I'm glad to meet you, Mr. X. I fully realize that you must carry quite a load of responsibilities here and that you couldn't possibly do it if you were not able to make quick decisions. I guess that's about right, isn't it?" You have done two things in that introduction: first, you have shut him off from making an objection to giving you the *time* for your presentation on the score of being *too busy;* second, you flattered him in alluding to his responsibilities and quick judgment. That makes it possible for him to make some kindly reply, and then for you to jump right into your selling-talk.

Two other objections should be anticipated. One involves the quality, durability, or essential

value of the goods; the other concerns price. The latter will be discussed later in this lesson. The former objection should be anticipated by bringing out the values, step by step, in your presentation. The more you can anticipate and answer objections in the selling-talk, the better it will be in the end for an easy sale.

395. *Call Out Suspected but Unexpressed Objections.*—Where a strong objection exists, you will usually have to remove it before going on with the sale. Some men of scrupulous minds take pleasure in denying themselves a purchase on the grounds of a very slight drawback. One man refused to take a fine house and lot at a bargain because the back fence was out of repair. Other people who would gladly buy, cannot do so with a clear conscience. In the purchase of the camp hatchet, Section 392, the sale was not made until the clerk assured the purchaser that the firewood on the proposed camping ground was rain-soaked, and so justified the gratifying of the desire. In any event, the objection squarely blocks the course of desire, and must be shifted out of the way before the desire can become action. Moreover, it is in a way dishonest to try to sell without dissolving these doubts. There are times when it is inexpedient to buy a thing, no matter how eagerly a man desires it.

Objections do not arise without cause. They represent a man's judgment, his effort at reasoning about the thing he desires, his search for ways and means. A good salesman will help him dis-

cover ways and means. If he does not, he is failing to render the fullest possible service for the price received. He is transferring only a part of his goods, which should include not only the concrete article, but peace of mind as well.

Most objections, perhaps, come spontaneously; but often a man will refrain from stating the point that really troubles him. He will agree with everything you say, or make no answers at all; or he may raise the flimsiest sort of questions, which are mere coverings for some deeper objections which he does not care to discuss. In such a situation you must get the man to state his objections. One way is to face him with a frank, direct question: "Now, Mr. Robinson, I feel certain you really would like to own this article, but the fact that you still hesitate shows that you have some good reason for doubting the wisdom of acquiring it. Is there any point that I can explain further?"

It is supremely important that you should not ask the prospect outright to *name* his objection; for having once put into words his objection he will feel called upon to defend it, and that gets you into an argument—something you are to avoid. It is much better for you to *suggest* a possible objection and then get rid of it at once rather than to let him put his objection into words. In any event, you *must* ascertain all objections that seem to hinder desire for the goods, or decision to buy after there is evidence of desire, and remove them.

Chapter III

The Technique of Answering Objections

396. *Three Ways of Answering Objections.* A salesman cannot very well meet an objection successfully unless he knows the *cause* of it, or can give a fair guess at the cause; for it must be understood here that objections are really but *symptoms* of what ails the prospect. An objection is not the disease itself any more than high temperature or headache are diseases. They are symptoms of disease or ailment in the body somewhere. The business of the doctor is to study the symptoms and determine the cause, else he cannot prescribe adequate remedies.

If the objection is sincere, it is due to one of six possible causes:

1. Price of the article.
2. Unwillingness to change buying habits.
3. Something about the goods or proposition.
4. Business conditions, general or special.
5. The prospect's opinion of the salesman or his house.
6. Something personal in regard to the prospect himself.

Having diagnosed the cause of the objection as among these six general causes of all objections, you will proceed to treat *it* and not the voiced objection itself. In applying the treatment you will use reason or suggestion or both as may be necessary—and usually both are demanded, since

the heart as well as the head of the prospect is involved.

When an objection is made, then, the salesman becomes a doctor and not a pugilist. He puts himself on the side of the prospect in order to help him overcome his own objections by seeing their worthlessness.

There are three ways of overcoming objections, or of dealing with them whether you overcome them or not:

1. By flatly *denying* the objection.
2. By *admitting the truth* of the objection, but turning it aside.
3. By *using* the objection as a *reason* for buying.

397. *Flatly Denying the Objection.*—It may seem, at first thought, to be extremely hazardous to deny emphatically the truth of a man's objection, and in some cases it would be; in others, it is the only way to meet the situation. Discreetly used, this method is very telling, but there is always danger of bungling it.

A salesman for cream separators was canvassing a farmer, when the latter said: "I had one of your machines, and it got out of fix the second week." "I can't believe that," retorted the agent, "our separators never break down that way."

It requires little intelligence to see that that was the wrong way to frame the answer. When the same agent later met the objection from another farmer, he answered: "Is that so? It scarcely seems possible, because I have never known one

of our separators to break down in so short a time. If you will tell me where the trouble was, I believe I can show you some little mistake in the way you used it." This answer denies the farmer's assertion just as flatly, but it does not offend him, and it shows that the salesman had gained in wisdom.

It is quite a common trick of some buyers, especially when talking to a new salesman, to object to the *price* of the goods, claiming that better prices have been quoted to other buyers. Knowing your house thoroughly, you know that the man is simply lying and you would like to tell him so; but you must not. Your answer to his objection would be this: "Mr. Doe, my house has one price for each article and none of its representatives deviate one penny from that price. I am quite sure that your information is incorrect or else the quotation given to the other buyer was misunderstood." Your tone of voice and your manner of saying the words will undoubtedly make the man understand that you know he is a liar. You have really flatly contradicted him, but in such a way that he cannot take offense. Then you simply go on with your selling-talk.

In line with meeting an objection by denying its truth, arises the necessity of also flatly coming to a show-down with a competitor on certain occasions. Here is an example of how one salesman handles the situation when it is forced upon him:

"In selling my line," remarked a salesman for a wholesale grocery house, "it figures right down to a question of merchandise. 'Show me,' says the

purchaser, and if you can't show him, all the hypnotic salesmanship in the world won't land the order. Consequently, it behooves me to know my goods backward and forward, and also those of my competitors. Otherwise I may be offering a better value than the other fellow and not be able to prove it.

"The other day I called on Calkins, the big restaurant man. I knew that he was about ready for a sizable order of canned goods.

"When I walked in, there was Todd, a competing salesman, seated at Calkins's desk.

" 'Come over and sit down,' said the restaurant man, who thought he might get us to bidding for the order.

"Before him on his desk were two opened cans of peaches—one of our 'Gilt Edge' brand, the other our competitor's 'Imperial.'

" 'Now then,' said Calkins, addressing me, 'my *chef* reports that these brands are identical in quality. The size is the same. You quote three dollars and a half against Todd's three dollars and a quarter. Why shouldn't I place my order with him?'

"Todd grinned at me triumphantly.

"I promptly poured the contents of each can into separate dishes and drained off the liquid. Then reaching for the scale which Calkins always keeps on his desk, I proceeded to weigh the actual peaches.

" 'If you want to pay for water, buy the Imperial,' said I, 'but if you're in the market for

peaches, buy the Gilt Edge. Reduce the extra weight of actual peaches in the Gilt Edge can to percentage and you'll find that our brand at three dollars and a half is a 10 per cent better purchase than the Imperial at three and a quarter dollars,' and I figured it out for him on a slip of paper.

"Todd's cheerful grin suddenly vanished. He tried to cloud the issue by talking quality, but it didn't work. Ten minutes later I left with the signed order in my pocket."

That illustration shows the value of exact knowledge, not only of your own goods but also of your competitor's. It opens up the problem of how to treat a competitor's goods and prices. It has been said before in this course, that the only safe and sane plan to follow is laid down very tersely in the Golden Rule. "But," you say, "was it following the Golden Rule when that salesman weighed those peaches and showed the difference in quantity in the two cans?" Most assuredly; for none of the laws set in motion by the Lord of the Universe require us to subordinate the values of our own goods to the lesser values of other goods.

Never hesitate to compare your own goods with others when you know that yours have sure advantages in one way or another, for if your goods have no single selling point that is *better* than your competitor's it might be well for you to change houses. Reference is not here made to *staple* articles which are handled by several houses—cotton goods, woolens, linens, and a long list of other products.

398. *Shunting Objections on to a Sidetrack.* A most admirable method of meeting some kinds of objections is to admit their truth and then gently open a sidetrack with the little word "but" as the switch, and shunt the objection away from the main line of your talk. In doing this you should not seem to be *evading* the objection by sidestepping an answer deliberately. The prospect usually raises the question in all sincerity, as a defense against what he feels he ought to do.

Revert to the case of the salesman for cream separators. It would have been good salesmanship for him to have said: "Yes, I fully appreciate what you say. The separator may have gotten out of order. The machine has not yet been built that will not break down or have a screw work loose or get out of order in some annoying way just at the time we need it most; BUT I feel quite sure that there was nothing fundamentally wrong with the machine, for we build them as carefully and strongly as a machine can be made to do that kind of work. Moreover, our guaranty goes with that separator. Remember that, Mr. X. So if it goes wrong again, just take advantage of that guaranty and we will see that your machine is made right. That, you see, is the value in buying a machine with a guaranty behind it."

In using that method the salesman is following the line of least resistance—or *passive* resistance, as some prefer to call it. It is the method used by the expert horseman in stopping a runaway horse. He does not attempt to stop the horse by

opposing him directly; but he runs *along with* the horse and gradually slows him down.

Your method of handling the objection with the use of "but," to link the thought of the prospect up to another idea, will depend entirely on the objection itself. Get well in mind the six causes of objections and frame your use of *but* to meet the cause of the objection. You may, for example, frequently say: "You are right about that, Mr. X; *but* here's another point that shows how this article will sell." Then go on with the point, and the prospect will forget the objection. BUT be sure you answer every sensible and vitally important objection. Satisfy the man by *clearing away his ignorance and doubts.*

Chapter IV

Turning Objections into Reasons for Buying

399. *"Hit Him with the Club He Hands You."*—That is an expression coined by one of the world's great salesmen. He owes his success largely to the fact that he turns practically every objection against the man who raises it. He turns objections into "reasons why" the prospect should buy. In other words the club of an objection which is used against the salesman by the prospect, is turned against the prospect himself.

The following are some examples: A salesman for a duplicating machine found that the chief objection raised was lack of speed. The claim was made, again and again, that the competing

machine had greater speed. Instead of attempting to build up a defense for that objection, as he might very well have done, the salesman used it as the main reason why his machine was superior. He admitted that his machine was slower in speed than the competitor, and then went on to explain that both speed and *quality* of work could not possibly be produced from one machine; that his machine was made to work slower than the other for the very purpose of turning out perfect work. So the very objection which was usually offered first by a prospect was used as the chief reason why he should buy; and it became the *reason why* he did buy.

A salesman handling auto-trucks was having difficulty in convincing a prospect that he ought to buy a delivery truck for his business. The prospect had expressed *desire* for the truck, and assured the salesman that he intended buying one *some day*. "But," said he, "I can't afford it now; it costs too much money."

"Yes, it does cost money, Mr. Merchant," he replied; but it isn't a question of the *immediate* cost or outlay; it is a question of ultimate *profit* to you. The question is: 'Can you afford *to be without it?*' I don't believe you can. You have figured it out for yourself on this sheet of paper, and you *know* that you will save at least sixty dollars a month by using the truck instead of your horses and wagons. You have admitted that one of your wagons is so old that it will have to be scrapped very soon and a new one bought. You have also admitted that two of your horses are

so old that you get but about sixty per cent efficiency out of them, and that they may become worthless at any time. If you lay out good money on another wagon and more horses, with the price of feed soaring as it is, you will be literally throwing away good money. Why not sell your horses and wagons now before they are a week older and get their highest value, then proceed to *save the price* of the truck in the sixty dollars a month you will actually save on delivery costs?"

The sale was made. The objection of "couldn't afford it" was used by the salesman as the very reason why the man should buy—and it won, as it will usually win when handled deftly.

400. *Disposing of Price Objections.*—Reference already has been made to *price* as an objection put forth by the prospect. Undoubtedly, there are some lines of staples where competition in price is a handicap to the dearer article. If two jobbers, let us say, carry an article, identically the same and made by the same manufacturer, neither can possibly secure a higher price than the other if their salesmen travel the same territory. It might be put over for a little while, but not for long. On the other hand, identical articles (suits or hats, for example) may be priced very differently in retail stores. A Fifth Avenue store, in New York City, may charge fifty per cent more for a woman's gown than a 34th Street store will get for the mate of it, although the manufacturer's price was the same to each.

There are, however, lines of goods which are not identical, but similar, that justify different

prices. Each may claim values not to be found in the other. Lubricating oils (to all intents and purposes of the same grade) may be sold at different prices by competing concerns. Maintenance of standard or service may be the selling point which justifies and secures a higher price for one of them.

If prices and goods are identical, the inducement to buy must hinge on personal friendship, service, or some other attractive plea.

F. Edison White, Vice-President of Armour and Company, in a recent bulletin to his salesmen, warns them against the danger of permitting themselves to be thrown into a panic by price comparisons where goods made to sell on *quality* are compared with goods made to sell on *price*. "If you will keep that warning in the back of your head," said he, "you will find that price objections dispose of themselves. A salesman who knows his business will steer clear of price comparisons of all kinds. He will sell functions and profits, not tonnage."

In fact, when properly handled, a high price is an advantage rather than a handicap, especially when genuine quality and serviceableness is in the goods. Recall the example of the hardware clerk who sold "high art" and not just hinges and locks.

401. *Minimizing the Price.*—Sometimes it would be unwise to quote the price until you have been able to make your demonstration sufficiently complete so that the buyer will appreciate the fairness of the price. Ladson Butler, Manager of the

Educational Department, Yawman & Erbe Mfg. Co., has this to say about price quotations early in the interview:

"Through twenty-five years of active selling I have never been able to formulate an absolute rule for handling price in selling a quality product. If I thought that the customer's mind would be made free by mentioning price I should certainly do so. If, on the other hand, I feel that the mention of price would possibly result in an immediate adverse decision on his part, I should certainly use all my methods of sidestepping.

"In my former training of salesmen in selling cement hardener, this was a very serious question. It invariably would arrive at an early stage of the interview, long before the salesmen would have an opportunity to prove the many values of the hardener. They would meet this by saying that it would cost a very small percentage of a new floor. When pressed for a direct answer, they would quote the price per square foot, which would be about 2½ cents. This often allowed us to go ahead with the interview without further discussion of price, as few men realize the relatively small area of one square foot.

"Another condition, where this question has arisen and where there was a possibility of the customer's making a choice between two or more selections, I would meet by asking the customer which combination or selection he wanted and how he intended to use it, and then, without giving him a chance to reply, I would say the price depended entirely on his own judgment as to what he

needed. From here I would try to swing back to the selling-talk again. However, I know that I have lost sales because my customer knew that I was sidestepping his question, and a bad impression made in this way was more difficult to overcome than the price question itself would have been."

There can be no infallible rule for meeting a price objection; each salesman must work out his own best way of handling it. Sometimes the objection is not sincere. In that case it can be handled easily; other cases require diplomacy and tact.

402. *Excuses Are Not Objections.*—Seasoned salesmen are never frightened by genuine objections. They know that a man is becoming interested if he has gone far enough along really to *think up* objections, because he is then defending himself and he is also looking for the possible flaws in the goods or proposition. Let it be understood, once for all, that a buyer is on the *defensive;* he looks at defects and shortcomings. He knows that the salesman is apt to bring out only the good points of an article and obscure the poor points. It is, therefore, natural for the buyer to hunt for weak spots. The old salesman also knows the difference between genuine objections and insincere excuses. The latter are but "stalls" put forth to let the salesman down easily or to dismiss him entirely. An excuse is most usually a bluff, and you want to call it at once. You may need to do it "right off the bat," or you may use diplomacy. Again you may deem it wise to ignore it

entirely. In any event, don't permit yourself to be drawn into an argument. That is what the buyer would like, for he then gets you away from your main line. He sidetracks you.

Here are some of the more frequent excuses which you will meet from time to time:

I know I don't want it (said before you show the goods).
Never heard of your company or goods.
Have no use for it (said in ignorance of what the goods are).
Will think it over.
Don't care to take on a new line.
Don't want to change from the house I am now dealing with.
I can get better prices elsewhere.
Can get better goods for less money.
Not now, but later.
Can't afford to buy it.
Am too busy to decide now.
Business is too quiet just now.
My customers wouldn't buy it.
Have no room for a new line.
We are overstocked now.
Never had a call for your goods.
My business is "different."
What I have is good enough.

All of these and others that will be offered may be disposed of with a little thought on the part of the salesman. As has already been said, there are only two objections to which you cannot give a satisfactory answer if your goods are right and you are a "right" salesman.

"HAVEN'T ANY MONEY TO SPEND FOOLISHLY, YOUNG FELLAR."
"I NEVER HAD A CALL FOR YOUR LINE—GOOD DAY."
COME BACK NEXT WEEK I MIGHT BE INTERESTED THEN."
"OVER SOLD NOW, COULDN'T THINK OF TAKING ON ANYMORE."
ARE WE DOWN HEARTED? NO!
JOY BUG
Q. HEEZA SMILER
"YOU'LL BE SURPRISED, BUT MY BUSINESS IS SO DIFFERENT FROM EVERY ONE ELSE'S."
"TOO BUSY TO TALK TO ANYBODY."
A REAL SALESMAN—
—THE MAN WHO TACKLES FIFTY SEVEN VARIETIES OF STALLERS AND COMES UP SMILING!

From *Sales Management*

Part II: The Salesman

MAINTAINING POISE AND POWER

Chapter I

Welcoming Objections with Patience and a Smile

403. *Patience Prevents Panic.*—It is quite true that men are only children grown tall, and many childish traits cling tenaciously to six-foot men. One virtue which the salesman must assiduously cultivate is *patience.* He probably does cultivate it more than most men. His hours of work are frequently irregular and so are his hours of sleep. The road man encounters all kinds of troubles—late trains, connections missed, baggage strayed, varied hotel accommodations, food cooked and served in a hundred different ways. Added to these means of building patience, he encounters the whims of men in a thousand unpleasant ways. They lie to him, deceive him, and promise interviews which are not kept. They keep him cooling his heels in outer offices and then maybe throw the gaff into him at sight. He is mentally bruised and spiritually lashed, at times. He does not meet all of those situations every day, but they all enter his life sooner or later as he climbs up the ladder of experience. Through it all he must maintain an equable temper and tolerant spirit.

The temptation to rise up and rebel is very great. He frequently feels like fighting back;

like giving a man as good, or better, than he gets. Sometimes there's nothing to lose and everything to gain by challenging the prospect to an immediate show down; for there are a few bullies among buyers, especially professional buyers, much to their own hurt.

"There are buyers, not many, to be sure," remarked a salesman, reflectively, "who consider the privilege of insulting salesmen one of the most valued perquisites of their jobs.

"In handling this type it is well to remember that a bully is generally a coward and that strong-arm methods are in order.

"Last week I called on the buyer for a sizable concern. It was my ninth effort to gain a hearing; this, mind you, from a man who is hired to post himself on goods required for the firm's purposes, and their current prices.

" 'What! is that peddler here again?' I heard him shout. 'Doesn't he know when he's licked? Tell him to beat it. I won't look at his stuff.'

"For a minute I saw red. I pushed open the gate, shoved aside an office boy, and strode into the inner sanctum.

" 'Now, my friend,' said I, 'I've stood about all I'm going to from you. You've insulted me to my face, behind my back, directly, and by innuendo. You're hired for just one purpose—to buy reliable goods at the lowest price. You can't hold down your job as it should be held unless you give salesmen from reputable houses a hearing. Are you going to inspect my line right here

and now or shall I have my chief get in touch with yours with a view to an investigation of your firm's purchasing department?'

"The fellow eyed me in amazement, then began to wilt. Without waiting for a reply, I opened my grips and, gradually cooling off, began to exhibit my line. Within a few minutes we were deep in a discussion of qualities and prices—fifteen minutes later I left with a good-sized order.

"That this plan wouldn't always work I'm well aware. But when you've everything to gain and nothing to lose, and size up your man as a subject for this style of attack, it's worth a trial."

Poise and consequent power are the outgrowths of *patience,* and patience keeps a man from getting stage fright and fear. Patience wards off and prevents panic and flight when you ought to stand by your guns.

Welcome objections; smile at them—at least inwardly—for when they come you then know that interest is arising, and that should make your heart glad. Objections should be as welcome to the salesman as returning appetite is to a man who has been ill. Better have a score of objections than one continuous interview of silence on the part of the prospect. You can get somewhere with a fair fighter.

404. *Carry No Chips on Your Shoulder.*—While a salesman must be a fighter, he does not need to go around with a chip on his shoulder. He is in the wrong business if he constantly gives the impression that he is spoiling for a fight. If

you take every objection as a challenge to combat, you will soon be down and out. There are times, to be sure, when it becomes necessary to show one's courage by showing up the cowardice of the buyer, as in the instance related in the previous section; but those cases are the exception and not the rule.

The man who is looking for trouble usually finds it; people are ready to accommodate him. The salesman who combats his prospects, opposes their objections without tact, and ridicules their ideas in open and unfeigned controversy has no more chance of making a sale than a lawyer has of winning a verdict from a jury by threatening each man with a gun.

You need not "go up in the air" because your man refuses to buy. There are other days coming and the man who turns you down today may be glad to see you next week. Not every sale is made at the *first* call—by no manner of means; but that first call has everything to do with what happens at your next call or the one after that. It is worth going far out of your way to make every new prospect feel glad to have met you, even if you don't get an order. You simply cannot tell when that order may fall into your lap. The man who refuses to buy your five dollar monkey wrench today may want that ten thousand dollar house and lot you have for sale next year, when you have gone into the real estate business. Your impression made in demonstrating the monkey wrench may be the very thing that will tie the man up to your house and lot.

Poise, patience, smiles—these overcome objections, or aid in dispelling them. You cannot warm a man's heart toward you by pouring ice water down his back. Some salesmen seem to carry a perpetual grouch. They growl at the house and its way of doing things and they grunt at the questions asked by customers. They get what they give. Life is entirely too short and full of work for a customer to waste time on a crabbed salesman who receives objections as though they had no business to be offered. No matter how gruff the prospect may be, you *must* keep sweet and patient—that is IF you want an order. Get it fixed firmly that a prospect has an *inalienable right* to find all the fault he pleases with you and your goods. It is your job to show him that he is wrong—if he really is—but to do it in such a way as to win his friendship or his good will, and eventually an order. Show patience and good humor in handling his whims and his objections will give you power with him.

Chapter II

Meeting Objections with Frankness and Diplomacy

405. *Don't Justify Defects and Faults in Goods or House.*—Marshall Field is credited with establishing the policy that "the customer is always right." As a working principle that is wise; it is sound business practice. But there are some customers who take undue advantage of that sort of policy. They do not deserve sympathetic

treatment under all conditions. There is a sane limit even to patience, as all merchants have discovered.

The salesman—jobber and specialty—finds times when utmost frankness is necessary with customers. The customer is *not always right,* nor is the house always right. Houses have been known to establish a policy with respect to their own acts which parallel Marshall Field's policy regarding customers. There are houses which hold the theory that they, themselves, are always right. Whenever a customer complains, the house never takes the blame for anything that has gone wrong. That is not only unfair, it is dishonest in many cases. It is in line with the husband who, in his own estimation, is always right when it comes to a controversy with his wife or children.

If your house has done an injustice to one of your customers, or to any customer whom you happen to meet, blame the house, if the house deserves it; but at the same time show how the mistake happened, and atone for it as far as possible. Great diplomacy is needed in handling some customers anyway, for they make blunders in ordering and then hold the house responsible. The salesman frequently has to make adjustments with the customer in order to hold his trade. His objections and complaints must be handled with tact and absolute fairness.

If your goods show a marked defect, do not deny it. Your denial will seldom be fully believed; while your admission of the defect *will gain you confidence* which you can turn to good

account in connection with the actual points of merit. Disabuse yourself of the mistaken idea that goods have to be perfect, or seem perfect, in order to sell. No goods are perfect. They sell with all their imperfections—or in spite of them—*because of their merits.* To repeat, then: when a defect really exists and is detected by the prospect, your best move is to make use of it by bidding for greater confidence. "Admit all you can of your adversary's case." This is one of the maxims that made Lincoln so formidable in debate.

406. *Diplomatic Frankness Convinces.*—It is not always possible for you to come out flat-footed and tell a man that he is wrong; but you can let him *convince himself* that his judgment might possibly be at fault. Here is an illustration of how that may be done by an alert salesman.

When the president of one of the biggest banks in America was starting his business life as a solicitor for a life insurance company, he was particularly anxious on one occasion to land a twenty-five-thousand-dollar policy which a certain manufacturer was planning to take out. A competing company was also after this policy, and for nearly a fortnight the future bank president and a rival solicitor were running neck and neck in the contest.

One day the future bank president dropped in on the manufacturer with a desperate resolve to clinch his case.

"Well, I've at last made up my mind," the manufacturer said. "I've analyzed both policies

and all the arguments of you fellows, and I have decided that the other policy is more favorable than yours."

"You tell me you have gone into the mathematics of both policies," the young man said courteously, "but if you will permit me to say so, I must declare my belief that no man not in life insurance is really competent to pass on the mathematics of it. Life insurance is a very intricate business."

"That's all right, my young friend," said the manufacturer, "but I have an excellent head for figures. In fact, I have a gift for analyzing even the most complex problems."

"If that's so, sir," said the solicitor, "I'm sure you'll be interested in a little problem a friend laid before me yesterday.

"A man went into a shoe store and bought a $5 pair of shoes. He tendered the merchant a $10 bill. Being out of small bills, the shoe seller made change in a grocery store next door. Then he gave the customer his $5 in change and the $5 pair of shoes.

"A few minutes later the grocery man rushed in with the announcement that the bill was counterfeit. Very humiliated, the shoe man made good the loss by giving him a genuine $10 bill. Now how much did the shoe man lose?"

"How absurdly simple," exclaimed the manufacturer. "He lost $10, of course—the amount of the counterfeit he had to make good."

"Are you sure?"

"Certainly."

"Well how about the $5 in genuine money he gave the man who walked off with the shoes?"

"Oh, how silly of me!" said the manufacturer. "He lost $15."

"Did he?" asked the solicitor, smiling. "It strikes me that his only loss was the $5 the fellow took away, plus the value of the shoes. He certainly didn't lose anything to his honest neighbor next door. Think it over, sir."

For a minute the manufacturer was in a brown study.

"By George, you're right!" he cried at last.

"Then don't you suppose, sir," said the solicitor, "that there's a chance you might have been mistaken in analyzing the very complicated mathematics of life insurance?"

"You win, young man," said the manufacturer. "Let's have the papers."

You see, there is a way to convince men and that way can be found. Your job is to find it. If you merely go at the task in a perfunctory manner you will fall down hard when you hit the slippery spots offered by objections. You must have constantly before you the *end* to be achieved, namely: an order. Orders do not come until the customer is *satisfied* with your proposition, and that satisfaction will not come so long as there is a principal objection lingering in his consciousness. You must uncover his objections and bring them out in the open. Be frank about it, but at the same time very diplomatic.

At a recent convention of salesmanship clubs in Detroit, five of the live salesmen there, over after-

dinner cigars, agreed that in many cases the hardest task they have, and often the most important as a factor in results, is the simple matter of making a special effort to find out the real cause of refusal to buy. In many cases they found that the real cause was an apparently insignificant fact which the prospective customer successfully hid from them.

"When I fail to sell a man and get to thinking about the real reason why he did not buy," said one, "I seldom am able to figure it out. Later I find in many cases that it was my lack of knowledge of some relatively non-essential little fact which would have turned the tide in my favor. And then once again I make a new resolution that before I leave a man who refuses to buy, I'll have the real reason for his refusal; for the time to get this valuable information is during the interview, not after it."

Chapter III

Keeping the Reins on Temper and Sensitiveness

407. *Lose Your Temper and You Lose the Sale.*—There is one thing which no salesman can afford to lose, and that is his temper. Lose the sale, if you must, but keep your temper. The things which you may have to endure at the hands of men are provoking. There is no denying it; but anger and even harshness on the part of a prospect seldom warrant or justify a like attitude on your part. You may make an unjust man

ashamed of himself by your very frankness and fairness and gentlemanliness, and you may counteract his anger or hot temper by keeping cool. You most certainly do not calm him down by a show of your own temper. Anger never soothes anger; it increases it.

There are two ways in which you may keep down your own feeling of anger. First, when your anger begins to rise and you start to talk in the same fashion as your prospect, keep your voice at a *low pitch*. Anger naturally increases vibrations and lifts the rate of the voice vibrations. The voice is, in this case, the medium through which anger finds its outlet, but only through higher pitch. Keep the pitch down and anger cannot manifest. You have noticed that angry persons raise their voices. Men who are quarreling attract attention because of their loud tone of voice. In that condition they have simply opened the throttle wide and are hitting the trail on all six, with speed laws forgotten.

There is such a thing as *subdued* anger which does not evince itself in loud tones. In cases of that kind, the man has learned to *control* himself and he does no damage to those around by exciting their anger too. You should know, at this point, that anger, fear, and hatred are catching—like the measles—and they are *poison* to your very blood. Strike a C key on the piano and all other C strings on other pianos in the room will be affected; and not only they, but the other strings which harmonize with C.

Man is as finely tuned as a violin or piano. His strings—feelings—respond to vibrations from other feelings in other persons as surely as the strings in a piano respond to vibrations. For your own self-protection, therefore, control your temper.

Temper is fine; we cannot have sharp knives without temper in steel. Temper is also necessary in men, but it should be seasoned, controlled, held in leash. The encouraging thing about it is that your temper is entirely within your own control. You can keep out any and all vibrations that would tend to excite your temper. So, if you would maintain poise and power, you must not only control the voice when anger begins to rise, but, in the second place, you must control the emotions themselves. This will be discussed in Chapter IV.

Temper is power, but when it is uncontrolled it is dangerous and destructive like all other powers which are running amuck. If your prospect gets angry, it is useless to waste time trying to reason with him, for he is not amenable to reason when held in the grip of passion. You merely add fatter fuel to the flame of his temper when yours flares up too. Hold your temper and you rise above annoyances of every sort.

408. *The Delusion of Sensitiveness.*—A salesman has to learn to suppress his feelings. He must get rid of sensitiveness, and develop an inner personality that simply *refuses* to be sensitive. In fact, sensitiveness is merely a form of delusion. When a prospect begins to blurt out objections,

the supersensitive salesman takes offense at some of them. He is *deluded* by the belief that the objections are directed at *himself* personally. He is so thin-skinned that he absorbs, as personal, many objections raised solely against the goods, or perhaps the house. Such a salesman is almost as tragic as the inmates of an asylum for the insane. Many of these imagine that they are some one other than themselves; they are deluded. You, too, are not far away from the status of those demented ones when you permit objections to get under your skin and disturb you.

Sensitiveness is not a happy condition—and it is so foolish. It indicates vanity and conceit, or even egotism. The sensitive man is always in "hot water," because somebody is usually making his life miserable, or rather his own mind enlarges so greatly the things *not meant* for it that they become his personal property. It is far better to have the skin of a rhinoceros (figuratively speaking) and so *feel* none of the objections presented.

A sales manager of very broad experience tells this story on himself:

"One of the first men I tackled was a chap on whom we had called time and time again, who was handling the line of a competitor and who had never given us a look-in. I opened up on the point of the profit he could make on our goods, but he fired back in the middle of my first breath:

" 'Young fellow, I don't need anybody to come in here and tell me how to figure profits.'

"He followed this up by 'proving' aggressively and to his own evident delight that he knew more

about my goods than did I or anybody connected with my firm. In fact, he knew more about them than all of us put together. He knew that though our price allowed him a greater percentage of profit, the goods 'would not move as fast,' and gave the scathing ha-ha to the argument that quick turnover was the strong point of our line. So I let him go on, to see how far he could go, and the more I gaped at his wisdom the more pleased he became. When he had poured forth his vials of scorn to the dregs he concluded by saying:

" 'Young fellow, I'm going to give you an order, because God only knows when you will get another one. You're the rottenest salesman I ever met.'

"I took the order meekly, and left without revealing the position I held. It's no hardship to take a verbal drubbing, if the compensation is the introduction of one's line where comparison with a competing one will do it most good.

"I went back to see that man later, and taking my cue from experience, slipped in, sort of perfunctory-like, and opined that he didn't want to give us another order, giving him the opportunity, which he seized, of knocking me all into a cocked hat by forcing an order on me."

You note that this salesman took nothing to himself personally, nor did he permit the ravings of the prospect to disturb him. On the other hand, he rather enjoyed the incident, especially since his tactics won an order. You can afford to stand a great deal from men if, as a result, you get business and eventually win the man to your-

self. Suppose a man does threaten to throw you out when you attempt to get an audience, he is usually bluffing; and, so long as you act as a gentleman should, there isn't much danger. But men actually have been thrown out, and afterward got orders from the man and made friends with him. Have no *illusions* and display no anger in selling.

Chapter IV

Emotions Obstructing a Favorable Close

409. *Negative Emotions Inhibit a Sale.*—The attitude of the prospect is, of necessity, *negative* when you meet him. His feelings are keyed against buying anything new; or, frequently, anything at all. One of the inexplicable puzzles connected with human emotions is that a man has to be persuaded, by all sorts of artifices, to buy what he really needs, no matter whether he is jobber, retailer, or specialist. The very objections and excuses which he offers against buying frequently indicate that it is merely a negative emotion which prompts his action, rather than a sincere desire not to buy.

Objections are somewhat like the merry whistle of a boy going home in the dark; they keep up the courage of the prospect. On the other hand, they express real interest when they are sincere. You certainly do not want to shut off his interest. A sensitive man whose objections are treated with ridicule would shut up like a clam, and you would

not be able to get anything further out of him. You would lose the sale without knowing the reason. Ridicule, therefore, while a good weapon to use when mere *excuses* are offered (although even then it should be used with great caution) is not a safe means for meeting objections.

Let's revert to a subject which has already been dealt with in Book II quite fully, and say again: "Don't argue." When you have answered a man's objection and he denies the validity of the answer, do not pursue the argument any further. If you were contending for a prize in debate before a group of judges, your business would be to pile up proofs until your opponent's position became untenable. But your business here is to avoid antagonizing the man. Drop the point at issue and pass on quietly to something else. In admitting a defect, you may also gain by conceding a point of argument. Do not stand too rigidly. Give ground when it will put you in a position more favorable for the next thrust.

Don't let him down too hard. Before you are long in the field with an article you will have at your tongue's end an answer for every objection; an answer so pat and clever that it will make the prospect ashamed of having spoken. This feeling of shame, of swift and crushing defeat, is less conducive to buying than the objection which it succeeds. Let a man down easy; leave him his self-respect. You have made *him* think, so give him the satisfaction of believing he has made *you* think.

It may give *you* great satisfaction to make a

prospect look silly, because of his foolish objections, but it will not get you anywhere to do it. Sarcasm is a keen weapon, but it invariably reacts on the head of the man who uses it, even as a boomerang returns to the feet of the thrower. Exercise great self-control when tempted to use any of your negative emotions in dealing with excuses or objections, for *negative emotions are destructive.*

410. *Allaying Negative Emotions in the Prospect.*—A sale may be saved even when it seems to have been lost. Even though the prospect has reached the point of saying "No!" there may still be hope of changing his decision if you can strike the right emotional chord. This is well illustrated by J. P. Day, one of the great real estate merchants of the country. Here is an incident which he relates:

"Expert knowledge is not the all of selling. In my largest single sale I used no technical knowledge whatsoever. I had been negotiating with Judge Gary for the sale to the United States Steel Corporation of the building at 71 Broadway, which has always contained its offices. I thought I had closed the sale when, calling upon Judge Gary, he said very quietly but very decisively:

" 'Mr. Day, we have had the offer of a much more modern building near here and it would seem to answer our purpose better. It is,' pointing to the woodwork, 'a better-finished building. This building is too old-fashioned; you know it is a very old structure. Some of my associates here

think that, all in all, the other building will answer our purposes more adequately than this one.'

"There was a $5,000,000 sale drifting out of the window! I did not answer for a moment, and Judge Gary did not go on. He had given his decision. If a pin had dropped to the floor it would have sounded like a bomb. I did not attempt to answer. Instead, I asked:

" 'Judge Gary, where was your first office when you came to New York?'

" 'Right here,' he said, 'or rather in the room on the other side.'

" 'Where was the Steel Corporation organized?'

" 'Why, right here in these offices,' he mused rather than answered. And then, of his own accord: 'Some of the younger executives have from time to time had more elaborate offices than this. They have not been quite satisfied with the older furniture. But,' he added, 'none of those men are with us now.'

"The sale was over. The next week we formally closed.

"Of course, I knew what building had been offered to him, and I might have compared the structural merits of the two. Then I should have had Judge Gary arguing—with himself if not with me—over material points of construction. Instead I appealed to sentiment—or perhaps just to salesmanship."

411. *Objections Yield to Insistent Desire.* After all, the very best means of meeting objec-

tions is to win the *motive* which creates desire; and that is a positive emotion. Keep your own negative emotions absolutely under control and show how the goods will serve in just the way the prospect needs them to serve in order to fill *his motive* for buying and you will get the order, if it can be obtained at all.

Increase desire to a sufficient pitch, and the prospect will remove many of his own doubts.

That is, while the objections may remain, they are seen in a new relation. In the bright light of desire they dwindle and fade. They are still objections, but the prospect will buy in spite of them. He will buy the objections along with the rest of the goods—and later, like as not, count them among the merits of his acquisition.

No objection can prevent a sale if desire is strong enough. So, while answering objections by the direct method, be sure that you keep desire growing. When a question is asked, reply to it simply and clearly, but do not linger on it.

As soon as the prospect shows signs of being satisfied with your answer, return promptly to the main line of your selling-talk. Suggest anew the man's needs; reemphasize the services of your goods; kindle and strengthen desire—rouse it into a very whirlwind, if you can. The man will then buy, though his reasons for not buying be as many as the sands of the sea.

Not the absence of objections, but desire, is what ultimately makes the prospect buy your goods.

Questions for You to Answer

1. What are objections?
2. Give the two varieties of objections.
3. Why is it good policy to anticipate objections and answer them before they come out?
4. Why is it wise to call out latent objections?
5. Name the three ways of answering objections.
6. What are the six causes which lie behind objections?
7. What are the dangers in flatly denying an objection?
8. When is it best to sidestep objections?
9. How can you turn objections into "reasons for buying"?
10. Name some ways of disposing of price objections.
11. When is it well to minimize price?
12. What is the difference between excuses and objections?
13. Why must a salesman develop patience?
14. What is the right attitude with respect to frankness in answering objections?
15. Is bad temper ever useful in closing a sale?
16. What does sensitiveness do for a salesman?
17. What do negative emotions accomplish?
18. What becomes of objections if desire is strong?

Lesson 16

Part I
CAPITALIZING SALES

Part II
WHAT ABOUT TOMORROW?

Part I: The Sales-Process

CAPITALIZING SALES

Chapter I

Satisfying and Utilizing the Customer

412. *Establishing Continuous and Profitable Relations.*—The salesman's business in most instances does not end with the taking of an order. If you are a specialty man, a wholesaler, or a retailer who delivers, the customer has not yet received his goods; he has only your promise to deliver. And, unless you sell for cash, you have not yet received the customer's money; you have only his promise to pay. These two sides of the promise remain to be carried out; the manner of their execution, like every other part of the sale, depends largely upon the skill of the salesman. Moreover, even if the goods had been delivered and the money collected, the true salesman would not consider that his relations with that customer were closed. Business success that fails of being cumulative is *not* genuine success. No selling transaction is a complete, isolated unit in itself; but each is part of a growing structure; part of a widening and brightening future. You make a sale, and you derive from it a profit of one dollar. If you stopped there, even if, on the conclusion of that sale, you abandoned the profession and never saw the customer again, the dollar is, or should be, a fair compensation for your work.

If you are a real salesman, you will derive a much greater profit than that, for you will continue so to bind the buyer to you, and to your house and your goods that he will buy from you again and again in the future. You will also convert him into a kind of unpaid salesman, or a standing advertisement—a man who will recommend you and push you among his friends in the community. Thus the returns from that original sale will be multiplied endlessly.

Having taken the order, there remains a great deal for the salesman to do if he really desires to hold the good will of the buyer. He should not throw the entire responsibility of holding that good will upon the house. It is laudable selfishness on the part of the salesman to tie his customers up to himself as well as to his house, because he, as has already been brought out, *is* the house to his customers or to a great many of them. The customer, therefore, must be satisfied in every particular. Neither the salesman nor the house should be satisfied unless the customer is. There are several ways in which the salesman can cooperate in satisfying the buyer and thereby make capital out of the sale.

413. *Satisfaction Is Promoted if the Order Is Correct.*—Carelessness in writing an order is a frequent source of annoyance and mistakes. The order, therefore, must be taken with accuracy and dispatched with promptness. Write *clearly* and *legibly,* so that there will be no likelihood of your words being misread. Leave nothing for

the order clerk to *guess* at, because he will probably guess wrong. Describe every item on your order so clearly that anyone in the office or stock room can tell what is wanted. Beware the common mistake of describing one article and extending the price of another. Be sure also that you specify exactly the *terms* on which the goods are sold, and that you designate the *time* at which delivery is expected. If delivery is desired at an early date, send in your order promptly so that the shippers will have ample opportunity to fill it on time. Report your orders at regular and frequent intervals anyway or as required by the house. You will thus allow the business of your firm to move on in a smooth and steady fashion, not idle one day and rushed the next.

414. *Satisfaction Is Enhanced if Delivery of Goods Is Prompt.*—While it is not the business of the salesman to pack and ship goods, he nevertheless has a very vital interest in doing all he can to get the goods into the hands of the buyer promptly. It goes without saying that delivery should always be made upon or before the time promised. For the observance of this rule you are dependent on the shipping clerks, the railroads, the express companies, and so on. In order to estimate the time at which goods can be delivered, you must take into consideration the customary working speed of all these agencies. Know the distance by train, and know all the processes of reading, selecting, packing, bookkeeping, and hauling that intervene between the

time your order is received and the time the goods can start back. Know, also, whether the house is likely to be rushed at this season, and make allowance for its possible inability to fill the order on the day of its arrival. By weighing all these factors when you promise delivery, you will usually be able to keep your word. Do not lead a customer to expect the impossible. If you know goods cannot be delivered at a certain time, refrain from saying they can. That is dishonesty and, like other forms of dishonesty, a bad policy for the man desirous of building business.

415. *Satisfaction Is Assured if Complaints Are Adjusted Promptly.*—In the most carefully conducted business, complaints will at times be heard from the customer. In meeting these, as in all other parts of the sale, there is one best salesmanlike attitude. The only critical danger is that your motives and purposes will be misconstrued, and that the mistakes will grow into misunderstandings. So, at the first sign of danger, hasten to make your motives and purposes clear by word and act.

Some mistakes arise through the fault of the customer. He may order the wrong kind of goods, may give you the wrong address, or may not be at home to receive the delivery when made. Even so, he will at first thought probably place the blame on you and register a sharp complaint, either by mail or by word of mouth. Your treatment of such complainants should be unfailingly polite. Point out, in as few words as possi-

ble, where the error actually occurred, but beware of the sharp retort. Do not blame. Fix the responsibility, but show that you lightly pardon and overlook in him what he was so hot to chastise in you. Thus proving yourself a gentleman, you ease the other man's temper, and you make him feel that he owes you something in the way of future patronage. You deny yourself the momentary pleasure of a cutting reply—well deserved in many instances; but you make a substantial addition to your business and you accomplish a true conquest of the complainant besides. From whichever angle you look at it, *the soft answer wins.*

Should the fault actually belong to you or your house, you owe an explanation. State the source of the error frankly and briefly. Do not evade, do not argue, and do not make unnecessarily elaborate apologies. Offer reparation where that is possible, and assure the complainant (if true, as it ought to be) that measures are being taken to avoid such errors in the future. In short, do not cringe and crawl. Maintain your dignity, as becomes the representative of a firm so large and busy that mistakes are sometimes unavoidable, but so efficient that they are exceedingly rare. At the same time, leave the man no room for doubt that your single purpose has been and will be to give him satisfactory service. If you do not by this means retain his custom, you can let it lapse with a free conscience.

If the fault lies in the goods, take them back. This is the final proof of your honest motives.

When a buyer finds that the goods do not render him the service he expected, you should be as anxious to take them out of his hands as he is to relinquish them. You certainly do not want him to accept and pay for an article which causes him a distinct loss, for a true sale implies a profit for all parties concerned. You are practicing salesmanship, not robbery.

The strategic effect of the returned goods is, moreover, all in your favor. If you insist upon the man's retaining unsatisfactory goods, you will save the profit of that single transaction; but, in all probability, you will estrange the man's custom from that moment onward. Whereas, if you accept the return in an unoffended, natural, business-like manner, you will convince the complainant of your business integrity, your earnest intention to serve, and of his uniform safety in trading with you. You may thus secure a regular customer, whose purchases will in time net you profits far in excess of what you lose by the one return.

To sum up: Every act after the order is taken, should be bent toward *satisfying* the customer. In writing the order, in effecting the delivery, and in answering complaints, keep this ever in mind. Satisfy the customer with yourself, with your house, and with your goods. In the selling-talk you have aroused his desire and his expectation; but your sale is not closed until you have fed those emotions to complete fullness. He has paid, or promised to pay, as much money for the goods as you asked; it is only fair that you give him as much service for the money as you can. Give

him as much as he expects, and, if it be possible, more. That is your surest method of building for the future.

416. *Utilize the Buyer's Good Will.*—If you have secured the order along the lines of superior salesmanship as outlined in this course, you should be able to utilize the buyer in obtaining audiences with other prospects. Most men who are satisfied with a purchase are willing either to introduce you to an acquaintance or else to give you a letter indorsing the goods. Correspondence schools count their letters from satisfied students as most valuable sales material. Many specialties and some staple lines seek and use the indorsements of buyers of the article.

No matter how many indorsements are provided by your company, letters and commendations from *your own* customers have a personal interest and value not to be found in those from people whom you have never seen. There is very strong evidence of the value of your goods when you can say to a prospect: "You know Jones and Smith, by reputation at least. They took advantage of our proposition last week. Call them on the phone now and ask them what they think about it. Or better still, I'll get Mr. Jones for you." Then go ahead and get Jones on the telephone.

The point here is that your selling should have been so thoroughly done that you can call on your customer to help you make more sales. Utilize him.

Chapter II

Combing Your Territory Intensively

417. *Capitalize Your Territory by Economies.* One of the most prominent words in the vocabulary of business is *economy*. In some generous, vigorous, free-minded men, the mention of economy may awaken only disdain. But this feeling shows a failure to comprehend the true meaning and implications of the word. Economy is not parsimony or stinginess; it does not consist in "pinching a dollar till the eagle screams," or in denying one's self all the good things of life. As used here, the word is synonymous with that new term so much heard in recent years, "scientific management." It means the elimination of unnecessary waste, and the accomplishment of the greatest possible results with the means at hand. As thus defined, certainly no salesman will sneer at or disregard economy. It is not a product of meanness of spirit, but of good sense. It does not involve the narrowing and repression of one's life; it involves expansion, and freer expression. It does not hoard resources, it uses them. It means business, it means success, and it means happiness. Nor is the reference of the word confined to money. It extends also to time and territory.

Economy of territory means using a given section of territory to the best advantage.

Economy means, first, that *you must not skip.* See every one; particularly if your proposition is one of general interest. See not only the men in their offices, but the men in the factories and the fields. See the women in their homes, also, and see the young men and young women. Do not be intimidated by the report of a hard prospect. They are the kind most worth winning. A prospect who deserts other salesmen easily to buy of you will desert you as easily to buy of still others. Whereas, a man who resists your suasion until convinced that he must henceforth buy of you and no other, will be a factor to rely on in the future. Beware of judging a man, house, or office, by first appearances. A man living in a shabby house may have plenty of money because he has saved—and he may have been saving for the very proposition you are handling. The man in the large, richly furnished house, for all his show of prosperity, may actually be penniless, because he has spent up to his limit on that house.

In the second place, economy of territory means *the keeping of old customers.* Once you have sold to a man, the presumption is in favor of his buying from you again. You will expend less effort in selling to him than to a man whom you have never before approached; and every additional sale will so much the more firmly fasten the habit upon him, making the future transactions easier and easier. With such customers you can dispatch the greatest amount of business in the shortest space of time. Therefore, while extending your territory and taking on new customers, always

give your first and most careful attention to the old ones.

In the third place, economy of territory means *watching out for new opportunities*. A few years ago, none but the sons of the rich could buy automobiles; now almost anyone is a fair prospect. A corner of your territory may be so isolated that it has been entirely overlooked by other salesmen; a class of people—such as a foreign colony—may have been neglected on the false assumption that they had no desire or appreciation for your goods. It is precisely such opportunities on a large scale that England has used to make herself the leader in the world's commerce.

418. *Intensive Selling Yields Unexpected Profits.*—Long ago the agricultural college taught the open-minded farmer how to make three bushels of wheat grow in soil that previously had produced but one bushel. Some of the big corporations have taken a leaf out of the farmer's textbook and have secured three orders in territory which aforetime had yielded but one. The effort to triple the orders was not welcomed with smiles by the sales force at first; but when a salesman was shown that he could get more profit for himself out of half his territory, he readily gave up the other half to a new man.

Heath & Milligan, manufacturers of paint, furnish an excellent illustration of how it is possible to cut a salesman's territory in halves and make it yield more commissions for two men than it formerly produced for one. Intensive salesman-

ship did the trick. One old-time salesman who had been with the company fifteen years was opposed to the new plan; but, at the end of the first nine months of intensive cultivation of half his former territory, he had totaled $36,940 in sales as against $16,782 for the same period the previous year. Another salesman who used to work forty-three counties in Iowa was cut to eleven and, under the new plan, produced $8,000 more business than he had obtained from the forty-three counties in a corresponding period. Of course the intensive work in the field was backed up by an intensive advertising campaign, with bonuses for new accounts secured by the salesmen. The lesson here is (and other examples equally startling could be cited) that *a salesman seldom works his territory intensively*. He does not get anywhere near the possibilities of income from the field which has been turned over to him by his company. You are shortsighted indeed if you do not study your territory fully and cultivate it for all it is worth. Why be content with merely picking up the gold which is in sight, when twice as much lies just a little under the surface? Dig for it.

419. *Take Time into Full Partnership.*—You have been given a unique time clock in Book II. It is to be hoped that you followed the suggestions there given as to utilizing your time so as to get the most out of it. You will be able to get the most profit out of your territory as you cooperate with time in letting no minutes go to waste while you go after business.

Economy of time is a familiar expression, but few are the people who practice it. Time lost is forever lost, like bank notes burned in a grate. The only way to save time is to use it; use it as it flows; use it *now*. Work when you work, play when you play, rest when you rest; reduce to a minimum the time not devoted to these three essentials.

The following are a few rules for truly economizing time, or making it productive:

A. Have a Fixed Number of Hours to Work.—If you are under another's direction, this matter may be taken out of your hands. Many salesmen, however, are practically independent in the regulation of their working day. Decide, therefore, just how many hours you can work at your highest efficiency and without impairment of the next day's efficiency. Then rule for yourself that you will "stay on the job" that number of hours every day, just as faithfully as if shirking meant instant discharge.

B. Have an Hour to Start.—If you intend to work eight hours a day, have a definite moment, say at eight or nine o'clock, when your duties must invariably begin; also a definite amount of time to be taken out for luncheon. Otherwise you will by dawdling almost certainly lose from a half hour to two hours every day. Keep a time clock on yourself. It takes far less will power in the total always to start work at a given time, than to start at indefinite and irregular times.

C. Have a Fixed Order for Your Tasks.—The special tasks of the day should likewise be laid out in an orderly plan, else you will spend enough time fumbling around between two of them to perform both; and at the end you will find many undone or forgotten. Write out on a page of your notebook a list of all the different "things to do" for the day. Running over these, decide which one you should do first, second, third and so on, and write those numbers before them. The evening before is the best time to lay out this schedule. You have better opportunity to do it then than in the morning. Besides, the tasks will be performed with greater celerity and push if the mind is made up over night.

D. Do One Thing at a Time.—"One thing at a time and that well done" is as good a rule now as it ever was. Do not attempt two tasks at once, or you will fail in both. Also, do not leave one task before it is finished to take up another, because you will lose time going back to the uncompleted one.

E. Set a Goal.—In planning your work for the day, prepare a schedule so full that you will have to step lively every minute to clean it all up. Better an item or two left uncleared at the end of the day than several periods of loafing between jobs. Set a goal for the week, month, or year. Many houses engage their salesmen in contests for prizes. But you can almost as well start up a contest for yourself. Set a mark which you must and will reach by the end of the week, month,

or year. You may be surprised to find that you accomplish fully twice as much as when only "doing as *much* as you can."

F. Don't Believe in Unfavorable Times.—Salesmen are constantly under temptation to loaf on Saturdays, holidays, and during the hot months of summer. As a matter of fact, these are the best times to sell, because people are in the buying mood. Moreover, because the temptation is so prevalent and because submission to it is so common, you will then meet the least competition.

G. Do It Now.—When the time for a task arrives, turn all your energies in that direction and begin to do it. Root out the habit of procrastination. Do not put off till tomorrow, do not put off at all. A thing well begun is half done, so the time you waste over beginnings is time of a peculiarly concentrated value. Promptness in getting at your work will be insured largely by the schedule written out and studied the night before.

Chapter III

Working in Harmony with House Policies

420. *Play the Game with the Team.*—If you can't work in harmony with your associates or if you don't want to fall into line with the policies of your house, quit. It isn't fair for you to stay on the team if you can not or will not work with it *according to the rules*. Your employers have a right to make rules and adopt policies. If they

seem to be unjust or not to your liking, be man enough to get another job. Your sales manager is your best friend in the organization. Cultivate him and work with him. He is not a hard and harsh taskmaster; he is your helper. He holds his job because he has made good, and he can help you make good, too. There may be an autocrat occasionally attempting to fill the sales manager's chair, but he is the exception. The sales manager is captain of the team and he wants his men to win, both individually and collectively. He fights battles for his men; he works his gray matter devising ways and means to help them get more business and thereby make more money. Play with him and not against him.

421. *Play the Game Honestly with Your House.*—When you enter the employ of a mercantile house *absolute loyalty* to its members and its goods is expected and must be exercised to promote your own interests. Loyalty to your employers implies a live, personal, and heartfelt interest in the success of "our house." Every salesman should regard, and always speak of it as "ours," identifying himself with the employer and the employes.

An honest man has only contempt for the salesman who is always finding fault with the methods of his employer. He is soon known by his associates as a "knocker," and when the knowledge comes to the house, as it always does, he is out of a job. If you do not like your employer's

methods, just quit and say nothing about them to anyone except the firm. You were sent out to sell goods with the best tools the house had to give. You should do your best with these and not spend your time in faultfinding and telling what you could do if you had thus and so.

Another form of disloyalty and dishonesty is loafing on the job, or skimping your work in favor of *personal activities*. Give your whole time to the firm which you represent; use all your bodily strength and mentality for it and do not—if you value your reputation—touch any side line, except with the express consent of the house. Oh, you can excuse it easily enough—"just putting in the little time you have to wait for the train, etc.," but that "little time" should be used for the house which you represent. "No man can serve two masters," and any experienced salesman will tell you that you cannot do your best work for the house or yourself with a part of your time and thought on a side line.

422. *Cooperate in Completing the Sale.*—It was pointed out very clearly in Lesson 2 that the sale is not complete until the goods are paid for. The salesman is interested in that payment. It may be his duty to help collect the money. If the goods have been sold right, if you have practiced the Art of Selling in *spirit* and in *letter* there are several things that you will have done that will make collections easy. Here are three of them which you must do if you expect commissions:

A. Gauge Your Prospect's Ability to Pay.—Do not sign up doubtful orders merely to make a show of rushing business. Trouble will always crop out later, to the annoyance of your firm and to your discredit. There is no kind of satisfaction more fleeting than that of the padded order book. Put off the customers whom you suspect of inability or indisposition to pay, and go after the men of solid financial standing and known integrity. There are enough of them in your territory to keep you fully occupied.

Note the condition of the man's business, whether it seems to be prosperous and profit bearing, or whether it is dragging him into debt. The appearance of a store, a house, or the dress and manners of the prospect himself will furnish a pretty certain indication of his income. An overwillingness to buy is one of the commonest signs of insolvency. The person who is doing business in a businesslike way and who intends to pay will, before buying, form a clear picture of the efforts and actions by which he will transfer the price money to you, and he will necessarily hesitate and consider. But the man who cannot pay, who has "given up" and is "letting things slide," will often agree to any proposition you lay before him, and not even ask the price. Note all of these proofs of the man's reliability before selling, as carefully as you note his needs and motives.

B. Make a Clear Statement of Terms.—Another means of insuring an easy job at collection time is to make sure that, before closing a sale, the customer clearly understands the *price*

of the goods and the *terms* of payment, and that he *definitely agrees* to them.

Students of salesmanship are often advised to evade the prospect's questions concerning price, and to say as little as possible regarding that disagreeable subject. This principle is in the main correct, but if carried to extremes it may ruin many sales long after they are supposedly closed. Be certain at any rate that the price and the manner of its payment are made perfectly clear. Avoid vagueness and indefiniteness. You have to sell the price with the goods—indeed, the price is precisely the main thing that you do have to sell. You sell the price, and give the goods along with it. Hence, if you cannot induce a man to accept your goods with the price understood, you have not sold at all. At some time in your interview, be sure that the price is clearly stated, that the man hears it and realizes the significance of the sum.

C. Agree on a Definite Date for Payment.—Never tell a man that he can pay "when convenient," or "as soon as able." People with fairly large, steady incomes find it hard to pay even a small debt if the date of settlement is left in this indefinite fashion to their own choosing. The present may be only slightly inconvenient, but they hope for a time that will be positively and pleasingly convenient. Such times never come.

On the other hand, if a definite amount is to be paid on a definite, clearly understood day, the same people will lay aside for the event, and, hav-

ing made up their minds to it, discharge the obligation with but slight worry or strain. A man who is short of money will also, under such pressure, bestir himself actively to meet the approaching crisis. This results to the profit not only of you and your business, but of his character. He is trained in promptitude and responsibility, whereas, in the other case, he tends to become an habitual shirker.

Chapter IV

Looking Back in Review

423. *Success and Failure Are Not Accidents.* There are no accidents in the universe, except from man's point of view. Anything that happens to us without warning or foreknowledge is called an *accident;* but accidents always have their causes. Nothing ever happens apart from a cause. Every result is the product of something which preceded it. Everything, therefore, which happens to us is the result of something which came before, or several somethings which joined together to produce the so-called accident. If we could see or know all that operates in producing an accident, we would be able to understand exactly how it happens. We would then know that Newton's law of action and equal reaction accounts for all accidents and for everything that occurs to us. Ignorance of the law and of causes does not invalidate the law nor does it nullify the causes. So, when one man *fails,* as a salesman, and an-

other succeeds, neither the success nor the failure is accidental; there are causes back of both.

We have now reached our final chapter in studying the Sales-Process. In these chapters you have been given the principles which underlie the best salesmanship. When a man has succeeded in the profession of selling, it is because he has been using these principles. His success was not an accident. The causes of it were all there. He may not have been conscious of using the principles presented in this course, but he used them, nevertheless. The careers of hundreds of salesmen have been studied, analyzed, and charted. The results show that worth-while success has been achieved by those who consciously *used* the principles laid down here. The failures among salesmen show that failure came because they consciously or unconsciously *ignored* the principles which make for success.

424. *The Fourfold Elements of Effective Salesmanship.*—Nature has her own way of grouping things. Analyze pure water and you will always find two atoms of hydrogen and one atom of oxygen in a molecule. Salt molecules consist of one atom each of chlorine and sodium. The physical structure of minerals is made up of crystals, and each mineral may be identified by the shape of its crystals. A crystal of salt, for example, is a cube. A crystal of alum is an octahedron—eight sided. Quartz, or rock crystal, is hexagonal, with ends forming six-sided pyramids. The crystals of a garnet are dodecag-

onal—twelve sided. Because nature has standardized her products in atomic substance and geometric form, the chemist and physicist are able to classify physical matter and manipulate it with mathematical certainty in most cases.

It is, then, not altogether an arbitrary classification which causes the elements of effective salesmanship to group themselves into quartets. The factors, elements, human faculties and traits fall naturally into groups of fours. If you will take pains to review the course carefully it will not be difficult for you to assemble the groups; and you will not need to force any element into a group. It belongs there.

Let's begin with the physical make-up of the course. There are four books, each elucidating a specific subject, namely:

The Salesman and His Job,
The Salesman and His Goods,
The Salesman and His Customer,
The Salesman and His Sale.

This covers the whole subject of salesmanship.

Each book contains four lessons, and each lesson is vitally related to the subject of the book. There are four projects and eight lectures. Review the course, now, and you will tabulate the following groups:

The four economic classes are

Producer, Manufacturer, Middleman, Consumer.

Producer here refers to the primary group; manufacturers are secondary producers.

The four methods of selling are
Wholesaling, Jobbing, Retailing, Specialty.

The four factors in selling are
Salesman, Goods, Customer, Sale.

The four essential fundamentals are
Preparation, Approach, Demonstration, Close.

The four principal elements are
Attention, Interest, Desire, Action.

That he may know his goods and build a selling-talk, the salesman must
Investigate, Analyze, Chart, Synthesize.

He must make his selling-talk
Simple, Clear, Logical, Forceful.

Its rhetorical form should include
Narration, Description, Exposition, Persuasion.

The salesman impresses his prospect through
Appearance, Words, Tones, Gestures.

In arousing interest he appeals to
Perception, Curiosity, Judgment, Emotions.

He induces desire, gets decision, and secures action by an interplay of
Reason, Imagination, Feelings, Will.

He gets an order because he satisfies a buying motive of
Profit, Caution, Pride, Pleasure.

Profitable and continuous relations require
Confidence, Good Will, Cooperation, Service.

The salesman's physique should display
Health, Energy, Activity, Magnetism.

The salesman must be a man of
Knowledge, Ideas, Character, Personality.

His attitude must always evince
Honesty, Truthfulness, Justice, Unselfishness.

He should carry an atmosphere of
Cheerfulness, Enthusiasm, Sympathy, Optimism.

He must continually practice
Concentration, Persistence, Initiative, Industry.

He will overcome obstacles as he develops
Courage, Determination, Firmness, Self-Control.

He will neutralize adverse conditions through
Calmness, Patience, Tact, Self-Esteem.

The salesman will win and hold prospects and friends if he is a man of
Faith, Love, Loyalty, Sincerity.

He will attain most worth-while ends if his inner and outer life are characterized by
Idealism, Devotion, Purity, Veneration.

The essentials of this course are summarized in the foregoing groups or quartets. The standards set for you are high, but you want nothing less worthy. They are not impossible of attainment. The way has been pointed out; walk in it.

Part II: The Salesman

WHAT ABOUT TOMORROW?

Chapter I

Looking Ahead into Larger Fields

425. *Wisdom Plans for the Future.*—No architect would be so foolish as to attempt to build a house without a plan. First of all, he decides how many rooms are wanted, then he proceeds to arrange the rooms conveniently and surrounds them, as a group, with a pleasing exterior. He next calculates the quantity of material of all kinds that will be needed in constructing the house, and ascertains the cost.

We mortals, however, attempt to build a life and a career while giving but scant attention to the kind of life we want to build or the sort of career we ought to achieve. Furthermore, we seldom sit down and, in all seriousness, estimate the kind of material needed in our lives in order to build them adequately for the chosen career. Each man is, in fact, the architect and the builder of his own career. He succeeds or fails in proportion to what he has incorporated into his physical, mental, and spiritual edifice.

Wisdom pleads for the planned life, and for the plan to be worked consistently and continuously.

There is no possibility of side-stepping responsibility here, or of "passing the buck" to some-

body else. You need not lay failure at the door of hereditary traits, environment, associates, or anything else. You alone are a success or a failure as you have builded into yourself the materials out of which either is made. Nobody has the power to put into you one single trait of character. No one can change your traits unless you permit it. You are an individual free soul, and you are exactly what you have made yourself. You are, in a much larger sense than we are accustomed to think, your own maker.

What about the future, then? Are you looking ahead and planning to make that future all that you would like it to be? It *will* be only what you make it—nothing more, nothing less. Consider some things to be woven into that future. You have already studied them; but look them in the face now.

426. *Work Is the Primal Cause of Success.* If you want to sell goods and if you want to improve your personality, you will have to do it by means of work. These lessons do not profess to be a patent nostrum which, taken internally or by application, will effect a magical change in your character and your industrial output. They only tell you what to do; but if you fail to obey directions, they will be to you no more than so many printed words.

Work is necessary to all achievement. Energy released produces results; where energy is not released, no result can ever be produced. This

is but another statement of the universal law of cause and effect.

Your future, therefore, is not a matter of chance, but one of order and law, like the rising of the sun tomorrow morning. You can become a victim of this law by neglecting it, or you can make yourself its master by observing it. If you do not work, no power on earth can give you the smallest particle of genuine growth or success; but if you do work—in the right way—no other power can thwart you.

One of the first considerations in the choice and pursuance of one's work is that the work should have *direction.* That is, the different efforts and the successive days should all be coordinated, and should carry you on steadily toward one preconceived result. There is nothing more demoralizing than to feel that the work of this day ends with this day and has no bearing upon the work of tomorrow—to feel that the thing achieved stands alone, the solitary thing of its kind, and is no part of a gradually cumulative whole. Yet that is but a picture of the behavior of many men in building their careers and their lives. It is one thing today and another tomorrow and as little of each as possible. And along about middle age they wake up to the realization that they are individually no more capable than they were at eighteen, and that the substantial life work which ought to rise in architectural completeness around them is scattered promiscuously and vanishingly over all their past.

Draw a plan for your house now. Map out

for yourself in fairly clear, definite lines, the man you want to be at forty or fifty, the work you want to be doing then, and the position or kind of position you want to occupy. Select some goal, however modest, to unify your efforts, and to insure that you will constantly have under your hand a product of growing worth and beauty. It is the thing that at last makes life of value and makes one content and satisfied to have lived it.

Mention already has been made of persistence, the trait that makes you stick to a single prospect until you have exhausted every chance of winning him. *Perseverance* is not essentially different, but the word is used here to refer to *persistence extending through a longer period of time.*

Many people can fight strenuously for a day, from sun up to sun down; but on the next day they do not fight at all. Many people will clench their teeth and hold out for a week or a month—but at last, if the end does not appear, they begin gradually to weaken. They are good while their blood is up, but they do not have the grim, patient endurance that perseveres through the heat of the day and the toil of the years.

Do not expect to succeed *immediately,* but *expect* to succeed. Many a man has been almost within reach of his goal when, by relaxing his efforts, he lost it forever. Do not let yourself in for failure by any such mistake as that. Go into it for the long race, to win early if you can, but, if you can't do that, keep going till you do win. Above all, learn that, whether or not you attain a particular position or salary, if the work

is pursued in the right spirit it will become its own best reward. If you cannot do your work well and enjoy it, wholly aside from the expected recompense of money or honor, there is something vitally wrong, either with the work or with you. "A man who works with his hands is a laborer; a man who works with his hands and head is a mechanic; a man who works with hands, head, and heart is an artist." Be an artist, and you will need no urging to persist.

427. *Energy Is Work Power.*—Energy is the power within which prompts one to activity and which exerts itself when one is active. It is the force that makes one go and keeps him going at a vigorous pace. "Indolence is the dry rot of even a good mind and a good character—it is the waste of what might be a happy and useful life." It lies in wait like some insidious disease, fastening itself upon one while leaving him apparently well, and it robs him of all he might acquire through activity.

Salesmanship is no job for an indolent man. You must be willing and able to work all day and six days a week. The weather must never be too hot or too cold, too wet or too dry, for you to go out after orders. Remember the answer a firm made to a traveler who wrote, complaining because he had been sent to a territory where a competitor was just ahead, preventing him from getting business. Their reply was: "There are FIFTY men behind you; hustle and keep ahead of them."

That is the fact about every man's business if it amounts to anything. There are fifty men behind us, crowding us either up or down.

Plan for the future. Work, and put the full steam of energy into your work. Don't waste energy; it is a precious substance. Economy with energy is as necessary as economy with money.

Chapter II

Making Failure the Foundation for Achievement

428. *Use Failures as Stepping-Stones to Go Upward.*—No man ever succeeded without first failing. We seldom learn from our successes; failure drives us to mend our ways. One of the ways to overcome failures in selling is to keep full records of your interviews and write down your experiences, with comments. At the completion of each transaction write out a full account—card catalogue it if possible—of the man's business, his personality and buying motives, and of the amount and quality of goods sold him.

Because you see so many customers, if you keep only their names they will soon become confused in your mind; and, on the second visit, you will have to begin the acquaintance-forming all over again. But, having a full, permanent record, you can glance through it before starting for the interview. Then you can talk to each man as familiarly as if you had parted from him only the day before. Knowing all about the man, you

can produce the exact kind of selling-talk that will most quickly close him. Moreover, you will seem to have kept him in mind during the whole of your absence. He will feel that he is receiving the closest attention not only of a good business man, but of a good friend, who is interested in him personally.

429. *Overcoming the Failure to Make Money.* Acquisitiveness is the desire or tendency to get wealth. Many people are content with a little, and consequently see no reason why they should exert themselves to gain more. A salesman must of necessity have the acquisitive faculty. If he wants only enough to live on, he may dully take orders, and mechanically hand out goods over the counter; but if he wants something in excess, if he wants plenty of money, he will plan his attack to the last detail, and proceed to each subsequent step with a like thoroughness. It is not intended to enthuse any one unduly over the mania known as the "American Dollar Hunt." Yet at the same time we must recognize money as one of the immediate rewards of salesmanship, and assign it to its merited place as a strong incentive. The proper attitude toward money, however, is to desire it not for itself, but for what it will buy.

If a salesman lacks acquisitiveness, the best cure is to meditate upon and suggest to himself the desirability of the things that money will buy. It will enable one to enlarge his education, to travel, to build a home and have a wife and family, to rise to a higher social position, or, if one desires

nothing for himself, money will enable him to benefit great numbers of his fellows. If he wants only to live a life of benevolence, he can the sooner enter upon it by hastening his accumulation; if he wants only to retire and have his leisure, he can the sooner sever the bonds that tie him to the working world by acquiring a competence.

It must be thoroughly understood, however, that your money must be made honestly if you really want to enjoy its benefits. You may possibly believe that you can do what thousands have tried to do and failed, and that is to "get rich quick" by putting over crooked deals or by taking shots in the stock market on "hunches" obtained from alleged "inside" information; but few ever make as much money crookedly as they might have made honestly. As for the stock market, it is as necessary as the wheat and cotton markets; but gambling in futures or on the possible rise or fall of stock does not yield profit in the long run. Our authority for this is John Moody, the great financial expert and Wall Street statistician. He says: "In all my thirty years in Wall Street, I positively know of only one man who, beginning with a 'shoe string,' set out to make a fortune by plunging in the market and got away with it. Of course, I have seen millions of dollars made through plunging or gambling; but this man is the only one I know of who made a fortune in that way and *kept it.* I hope," continued Mr. Moody to the interviewer, "that I, for one, shall never have the misfortune to make a lot of money quickly. The most unfortunate ones are those

men and women whose speculations for a time were so successful that they were encouraged to keep at it, to keep on dreaming of getting a fortune without working for it. If this fever stays in your system for any length of time it is sure to leave you permanently disabled, with no capacity to buckle down to real work; nerve shattered, self-respect gone, only a ghost left of your old self. Here is something that every young man and woman who may be tempted to speculate in stocks ought to consider: You will find, I think, that the partners of every first-class brokerage house have made among themselves an iron-clad agreement that none shall ever do any speculating. These men surely may be said to be on the inside. Why have they found it necessary to make such agreements? Think it over."

430. *Saving Money Is Making Money.*—You must save some money unless you want to be a failure at the age of sixty-five. Turn back to Lesson 1, Section 26, and view again the record of 1,000 men. At the age of sixty-five, the majority are failures—540 is the number. There is another side to failures even more tragic than the condition of the men themselves; women and children are involved and made to suffer. Court records show that out of 1,000 men who die, 820 leave no *income* producing estates. Out of every 1,000 widows, 470 are obliged to turn in and work in order to live, while 350 are left in absolute want. Many of these have to rear children.

The time for you to save money is while you

are young and earning it. Every salesman, say at age twenty-five, should be able to put aside at least $4 a week. Take half of it, or $100 a year, and buy a twenty-payment life insurance policy. That will give your family about $3,000 at your death. Take the remaining $2 a week and put it in the savings bank where it will earn compound interest at 5 per cent. If you continue the deposits for forty years, you will have, at age sixty-five, $12,684. But you could do even better than that through wise investments.

During the lifetime of the generation which is just passing away there was probably no one man who so embodied the hard and sturdy qualities of America, the solid common sense, the practical building talents which make for individual comfort and national growth to such an extent as the late James J. Hill. It was he who said these words:

"If you want to know whether you are destined to be a success or not, you can easily find out. The test is simple and infallible: Are you able to save money? If not, drop out. You will lose. You may think not, but you will lose as sure as fate, for the seed of success is not in you."

Determine that you will save so much a week. Settle upon a certain percentage of your income as the feasible sum, and every Saturday, or every month end if you are paid monthly, carry that sum to the bank and deposit it. Do not save so much that you "pinch" yourself. You are living today, just as truly, perhaps more so, than you will be twenty, thirty, or forty years hence. Do not

foolishly store up money, the spending of which is really necessary to make your life effective, rich, and full.

This is not the place to designate what is a wise or an unwise expenditure. This much can be said: Every dollar or dime spent should be considered an investment and should only be invested where it will do you or others the most good. All things necessary for your health, comfort, and mental or spiritual advancement are good investments. Money spent in the gratification of passion and appetite, upon yourself and useless boon companions, is worse than wasted. Better scatter it in the streets or highways; some one might, perchance, pick up a few of the coins and exchange them for real needs.

Most men, to be at their best during hours of labor, must have rest, recreation, and amusement. Some find these in the home; others seek the opera, the theater, the club, or other public gatherings. Money paid out in this way is not always waste. Moderate expenditure for carefully chosen forms of recreation is a wise investment, as is the dollar or more paid for the use of a room and bed in order to secure a night's rest when away from home. Good food and good clothes are among the wise investments; they add to a man's attractiveness, help inspire the confidence of others, and, by thus aiding him in making sales, bring back many times their original cost.

Money cannot make men saintly, yet it is one of the sturdiest props of good citizenship. It builds up our self-respect because, generally, it

gains the respect of others for us. It inspires us with cheerfulness and confidence, because it insures our ability to discharge our financial obligations, and to profit by our talents and our opportunities. The man with money—very little, it may be, but increasing—is the substantial, dependable, duty-doing good neighbor, and the "backbone" of the nation. The penniless man can never be sure of himself. There are constant attacks upon his self-esteem, his confidence and, in extremes, upon his honesty. Nor can the community ever feel certain of its safety—for he may at any time become a burden upon it if not a preying enemy.

Chapter III

Ambition and Duty the Spurs of Life

431. *Compete with Yourself.*—The man who enters an athletic contest goes in to *win.* He does not *intend* to lose if he can possibly help it. The fact is that he is out to beat *his own record* if he has one. He is competing with himself more than with the other contestants. In the business arena, a salesman is peculiarly fortunate in that he has every opportunity to hang up new records every week. He is competing, not with the other salesmen of his house, but with himself—with what he has done before. The ambitious man needs no spur to greater sales in the way of quota contests, admirable as they are to spur the mediocre man to make more sales. Having planned your life, you will turn every energy into accomplish-

ing that which ambition has set as the goal. The one trait which must be cultivated and called into play here is *initiative*. It has been dwelt on previously, but it deserves emphasis again.

Initiative is one of the greatest factors in a strong selling personality. We know prominent business firms which make it the first requisite in selecting candidates for even the lesser positions in their employ. We know sales managers who, in sizing up material for positions on the selling force, will freely and quickly discard applicants in whom initiative is not at once apparent. There is a very good reason for the evident appreciation of this quality. No employer wishes to add another name to his payroll when by so doing he increases his own duties. If it is necessary for him to watch every employe and constantly direct the effort of each, he might almost as well do all the work himself.

Not only does the wise employer seek relief from responsibility wherever possible, but he also desires a great variety of initiative. He must of necessity keep his business "up-to-date." He must keep abreast of the times and instill into his business new ideas and modern methods. He knows that the man whose personality includes initiative will bring new ideas and make them productive. The one who never hesitates, who never says, "I don't know just how this should be done," is the man for whom the present-day employer is looking. He is looking for the man who "jumps in" and *does things his own way* as long as he gets the results desired. Even though that way be entirely

different, it may be *much better* than the method prevailing heretofore.

The question of how to make one's self over into a person of initiative would seem, at first sight, to be a genuine poser. Some men are obviously designed by nature to obey orders, and go where others lead; and some are as obviously destined to do the leading—their active minds breeding new ideas incessantly, their restless bodies prompting them to effectuate the ideas the instant they are born. Still, this trait is not a special gift of inheritance. Initiative is not a single quality, it does not stand alone. A number of other qualities that go into the making of it have been explained. Given love of your work, hope for a favorable outcome to your efforts, a good supply of combativeness, energy, and desire for gain, it is hard to imagine that you would not, now and then, strike out and do something of your own accord, something new, original, and clever. Beyond this, the only possible requisite is practice. No man is so neutral as not to have *some* original promptings. You must learn to seize upon these and use them whenever they arise, even though the trial is clumsy at first and of little avail. The mere fact that you do use them will cause more of their kind to appear, and the pleasure, once experienced, will be so much greater than that of following orders, that you will thereafter welcome them eagerly and execute them with all your might.

Cultivate worthy ambition and be sure to exclude from it selfishness of the baser kind. The

ambition which gets what it goes after regardless of the rights of others and in utter lack of justice is bound to react on the head of the man himself. It is destructive of his highest good.

432. *Duty Is the Highest Incentive.*—There is no spur to achievement stronger than duty. It is even greater than love or loyalty. Duty includes both. Sometimes we are called upon to set aside love for the sake of duty. Every war calls men from the love of wife and family that he may fulfil his duty to country or to humanity. Duty to self compels ambition to urge you onward. Duty to those dependent upon you impels to extra exertion in order that you may give them proper advantages and comforts. Duty to employer is the chief ingredient in loyalty. Duty touches us at every point in life, for duty implies responsibility and obligation. To discharge one's responsibilities adequately is to succeed, no matter whether we make money or not. Duty to your profession of salesmanship requires that you equip yourself thoroughly for it and that you keep yourself in fit condition.

It would be unreasonable to expect a salesman to become a walking exemplification of all the virtues. Doctors, lawyers, and even ministers lay no claim to such perfection. Yet more completely than any of these the salesman depends for his influence upon personal contact. Hence, in order to influence favorably on all occasions, he needs a stronger, all-round outfitting in these features than perhaps any one of his professional cousins.

If a salesman lacks interest in his work he will almost certainly dawdle away the hours when he ought to be mapping his route, writing his selling-talk, packing his samples, or gathering information about his prospective customer. He will idle in his room or in some resort of pleasure until long past starting time and then, going forth unprepared, will necessarily waver and stumble in every succeeding step. A sense of duty increases interest in one's work.

Chapter IV

Building Happiness through Intelligent Service

433. *At the End of the Rainbow.*—There's an age-long legend which hangs a pot of gold on the end of the rainbow. Many a child has run toward a rainbow's end in hopes of finding the pot of gold; but hopes were dissipated with the fading of the bow. Many a grown-up has chased happiness at the rainbow's end only to find it as evanescent as the colors arched in the sky after a storm. Happiness is never found in a pot of gold. The rainbow may be taken as a *symbol* of happiness, however; for, even as its primary colors blend into harmonious beauty in a symmetrical arch, so happiness is found in the blending of useful work, unselfish service, and obedience to the laws of the great Architect of the universe. It is the testimony of every man who has left the world better because he lived in it that happiness

comes not with the things we struggle to *get,* but comes to take the place of what we *give.* He was indeed, then, a Master of Wisdom who said: "It is more blessed to give than to receive." Happiness, genuine happiness, is built out of the timbers of service; and no man has greater opportunities of serving men than the salesman. He is chasing no rainbows in selling goods that give essential service if he contributes gratuitous service in addition. Every earnest, sincere worker filling his job in the economic order should be happy in his work. If he does not find it there, he is either doing the wrong work or doing it in the wrong way.

If you are not happy in your job, maybe you are chasing rainbows. Get another job or find happiness where you are.

434. *Making Friends by Serving Brings Happiness.*—Did you ever stop to estimate the business value of a friend? Each one is on the alert to secure a remunerative position for us, to give us the first hint of opportunity or to admonish us of danger. Everywhere these *friends* are working for us. When a man is wanted, if we are qualified and they know the work to be congenial, they suggest our names; not only suggest, but demand the place for us, if in a position to do so. When our character is assailed they defend our motives and acts, attracting new friends to our standard by their earnestness.

Yet true friendship is not based upon the commercial value of its object. The best reward of

friendship is not measurable in dollars and cents but in a kind of coin more dear and less liable to the corruption of moth and rust and the breaking through of thieves.

Here is a basic fact of psychology, and of human nature, the comprehension of which is of the utmost moment. The worth of life is not in the number and bulk of its possessions, but in the number and pleasantness of the experiences made conscious to our minds. One man may have a richer life experience out of a tent on a vacant lot than another has out of a hundred thousand dollar mansion in the midst of a magnificent estate. In that event, the wealth of the former, in the only sense in which the human mind can actually realize wealth, is the greater of the two. This is no figure of speech, but a fact, based upon the psychological answer to the question of what life really is. If this is true, what a possibility of wealth there is in friendship! Have you ever had that feeling of contentment as you thought of the past with your friends; that thrill of expectancy in meeting them again; that bracing and steadying of the will-to-do because they expect you to do, or will be pleased at your accomplishment? If the worth of life is made up of our thoughts and feelings, certainly the group that centers about our friends constitutes a gilt-edged series of stocks and bonds.

Make friends with those you meet socially, with your customers, with your brother salesmen, even with your rivals. Go about everywhere making

friends. It is not a minor issue, it is one of the most urgent duties you have.

There is no precise formula for making friends but there are two proverbs that come very near summing up the whole matter. The first is, "If you would have friends, be one." The second, "Don't wait for the time when you need friends to make them. Make them now and let them use you first." Be concerned for other people and their welfare. Put their interests sometimes ahead of your own. You need not give away all you possess, and you need not let others crush you under foot in their struggles to rise. But you can love your fellowmen so much that you will never trample on their rights; and, while you yourself keep climbing, raise as many of them as you can along with you. That is the way to make friends—and that is the expression of what we may safely call the complete character.

435. *When the Check Is Stamped "No Funds."*—You have probably had the experience of receiving a check in payment for goods or services, and, after depositing it, of having it returned with a rubber stamp message on the back: "No funds." The maker of the check may have been honest or perhaps dishonest. If he was dishonest, he knew that he had no money in the bank to meet the check. He simply swindled you. If he was honest, he may have known that there were insufficient funds in the bank to his credit to meet the check; but he counted on depositing money in ample time. He probably made his deposit

later than was expected, or else his deposit was in checks which had not been collected when your deposit was made. Or he may not have known that his account was so low. Some men do not keep track of their bank accounts as exactly as a business house does. The point is this: the check could not get money out of the bank if the amount there to the credit of the maker was insufficient. You can't get out of a bank more than you put in.

There are men, however, who act on the assumption that they can get happiness without *putting* happiness into the bank of time. The only happiness, the only joy you will get is what you give, or its equivalent. It is Newton's law meeting us again—action brings equal reaction. Curse men and curses come back to you, sooner or later. Hurt men and you are bruised in turn. Cheat and you are cheated; for the cheater merely cheats himself. On the other hand, love men and you win their good will. Serve men in all sincerity and they will turn aside to help you.

Put service into life and you can draw on it. Serve only yourself and you have nothing to draw out. Just here, men sometimes make a grave mistake. They think that happiness can be had by commanding it, by purchasing it, by chasing for it. They are mistaken. Your bank is *you*. Your happiness is in you, or nowhere. You can't get what you haven't put into yourself.

436. *Get the Most Out of Life.*—No man stands still; he goes forward or backward; he

succeeds or fails. Success has been spelled like this—$u¢¢e$$. While success may be measured in terms of dollars and cents, that is far from being the true measure. It is but half a measure. The other half is expressed in terms of love, home, wife, children, friends, service.

He is a failure who does not achieve all that is possible for him in this life.

No matter how much money he may make, he is a failure if he has not made himself as fine a man as was possible; and has not made his corner of the earth a little better because he lived in it and served intelligently and sincerely.

He is a success who has done his best to develop his own powers of mind and spirit, in cooperation with the Ruler of the universe, and has given happiness and unstinted service to every worthy soul.

Get the most out of life by putting the most of yourself into life. All the powers of man are yours. The unseen but nevertheless real forces of nature are at your command if you will but align yourself with them. Reverence for God and man; devotion to duty, righteousness, and humanity; recognition of your own oneness with the universal good; and alignment with the forces which are ever ready to serve the pure in heart, will enable you to get the most out of this life, because *you put all of yourself into it.*

Happiness, health, wealth;
earn and deserve them,
here and now and forever.

Questions for You to Answer

1. What is the salesman's duty with respect to delivering goods and adjusting complaints?
2. How can you utilize the buyer's good will?
3. Name some economies necessary in capitalizing territory.
4. How does intensive selling spur the salesman and give larger profits?
5. Name the rules for economizing time.
6. What forms of disloyalty are mentioned in Section 421?
7. What should you do to aid in completing the sale?
8. Are success and failure accidents? What great law governs each?
9. Name four groups of the fourfold elements.
10. What is the primal cause of success?
11. What did James J. Hill say about saving money?
12. What chance does a man have to make money by dabbling in stocks or futures?
13. How much money would you have by saving $2 a week for forty years?
14. Why compete with yourself instead of another salesman?
15. What is the highest incentive in life?
16. Name ways of getting the most out of life.

Good Books Suggested for Further Reading

There are many inspirational books to be had and some are worth possessing for rereading. All of the Success books by Orison Swett Marden are good. Perhaps the best of them is "Everybody Ahead" or "Getting the Most Out of Life."

"Business Success," by Walter H. Cottingham, is well written and valuable, coming as it does from the president of the Sherwin-Williams Co.

"Everyday Efficiency," by Forbes Lindsay, gives very good suggestions for developing one's personal powers.

"Power of Will," by Frank Channing Haddock, is an unusually worth-while book. It is really a course of training in developing the will. It must be studied and not merely read.

There are two books for the retail salesman that are well worth careful reading, viz: "Retail Selling and Store Management," by Paul H. Nystrom, and "Retail Selling," by James W. Fisk.

There are three magazines which every salesman can profitably read: *System, Printers' Ink,* and *The American Magazine.* The latter always has live stories of business men that should give you a new grip on life.

Read good books. Accumulate a library and love it as a firm friend.

These books may be ordered from Association Press, 347 Madison Ave., New York.

INDEX

	BOOK	PAGE
Act on Your Self-Examination	I	98
After Action Comes Reaction	IV	69
Allaying Doubts before Reaction Comes	IV	69
Allaying Negative Emotions in the Prospect	IV	137
Ambition and Duty the Spurs of Life	IV	177
Analysis of a Sale—What Happens?	I	63
Analyzing the Goods or Proposition	II	8
Anchoring the Prospect for an Interview	III	120
Anticipate and Answer Objections in the Selling-Talk	IV	102
Are You a One-Thousand-Word Man?	II	83
Arousing Interest vs. Furnishing Entertainment	III	193
Arousing the Customer's Interest	III	159
Art of Managing Human Nature, The	III	48
Art of Salesmanship, The	I	39
As a Man Thinketh	I	146
Ask Questions to Draw Out Decision	IV	56
Associated Interest	III	162
At the End of the Rainbow	IV	181
Attention-Getting Value of Appearance, The	III	137
Attention through Appeal to Curiosity	III	128
Attention through Appealing Speech	III	131
Auto-Suggestion the Instrument for Controlling Emotions	II	184
Barriers That Hedge the Prospect	III	112
Be a Profit Maker	I	49
Be Brief and Concise	II	116
Be Careful of Attitude	IV	71
Be Fair to Competitors	II	48
Be Loyal or Quit	II	42
Be Orderly	II	116
Be Reasonable in Proving the Value of Your Goods	II	130
Be Thorough	II	148
Begetting New Ideas	I	133
Ben. Franklin's Method of Developing Traits of Personality	I	186
Best Time for Auto-Suggestions, The	II	190
Bigger Jobs for Big Salesmen	I	58
Birth of an Idea, The	I	122
Blame Yourself for Lost Sales	IV	73
Body-Powers for or against Ability and Efficiency	I	162
Break the Rock and Take the Jewel	II	35
Broad Knowledge Adds to Earning Ability	II	79
Brown Chart Giving Reasons for Concentration on One Line of Goods, The	II	120
Brown Chart Giving Reasons Why the Prospect Can Make Money on Brown Shoes, The	II	121

	BOOK	PAGE
Build Desirable Emotions by Positive Auto-Suggestions	II	197
Building Business for Self at a Profit	I	47
Building Happiness through Intelligent Service	IV	181
Building the Selling-Talk	II	55
Business Impossible without Capital	II	3
Business Values in Broad Knowledge	II	77
Buying Motive of Caution, The	III	29
Buying Motive of Money, The	III	27
Buying Motive of Pleasure, The	III	30
Buying Motive of Pride, The	III	29
Buying Motive of Utility, The	III	28
Call Out Suspected but Unexpressed Objections	IV	105
Can We Analyze the Prospect?	III	4
Capitalize Your Territory by Economies	IV	150
Capitalizing Sales	IV	143
Carry No Chips on Your Shoulder	IV	123
Carry Out Your Suggestions	II	193
Causes of Ill Health	I	90
Cautions Respecting Self-Confidence	III	98
Center Emphasis Mainly in One Place	II	117
Character Is the Sum of Positive and Negative Emotions	II	177
Character Revealed in the Voice	III	24
Characteristics of Great Salesmen	I	171
Chart of Positive Emotions	II	183
Chart the Reasons for Buying	II	118
Charting the Essential Facts	II	24
Check Up the Prospect's Attitude	IV	86
Checking Up Your Judgment	II	146
Cheerfulness Induces the Buying Spirit	III	44
Choose Now What You Want	I	190
Choose the Right Word	II	67
Classifying Mental Images	I	121
Closing Should Be Natural and a Logical Part of the Demonstration	IV	53
Combing Your Territory Intensively	IV	150
Commonness of Ill Health	I	87
Compete with Yourself	IV	177
Competitive Goods and Your House	II	19
Concentrate on Getting Language Right	II	87
Conditions Which Militate against Arousing Interest	III	179
Confidence Inspired by the Essential Service of Goods	III	68
Confidence Is Inspired by Users of the Goods	III	70
Confidence Is Nurtured by Truthfulness	III	64
Confidence Is Nurtured by Unselfishness	III	65
Confidence Is the Flux in Fusing the Sale	III	60
Confidence Is the Foundation of Business	III	55
Confidence Is to Be Nurtured	III	63

	BOOK	PAGE
Confidence Maintains Serviceable Relations in Business	III	57
Confidence That It Is Wise to Buy Now for Future Use	III	78
Confidence That the Goods Will Give the Pleasure Desired	III	79
Confidence That the Goods Will Give the Utility Service Claimed	III	78
Confidence That the Goods Will Make or Save Money for the Prospect	III	77
Confidence That the Goods Will Satisfy Pride	III	79
Constructive Traits to Be Cultivated	I	184
Constructive vs. Destructive Man-Powers	I	162
Consumer Class, The	I	13
Controlling the Feelings	II	177
Cooperate in Completing the Sale	IV	158
Cooperate with Your House	II	40
Courage Puts Heart into Self-Confidence	III	90
Cranial Formations	III	16
Creating a Market	I	21
Cross-Examining the Prospect to Get Decision	IV	57
Cubist, Impressionist, or Realist	IV	26
Cultivate the Analytic Habit	II	35
Customer—Party of the Second Part	I	76
Customer Sees the Salesman, Not His House, The	III	38
Customer Sizes Up the Salesman, The	III	33
Customer's Intuitive Judgment, The	III	35
Customer's Nature Turns the Scales of Confidence, The	III	76
Danger of Guessing in Using Suggestion, The	IV	36
Danger of Overstatement in Suggestion, The	IV	38
Danger of Suggesting a Trial Order	IV	39
Dangers in Extremes of Suggestion	IV	36
Definition of Salesmanship	I	81
Definition of the Will	I	131
Definitions That Are Not Complete	I	81
Degrees of Desire	IV	7
Delusion of Sensitiveness, The	IV	132
Deserving a Welcome	III	137
Desire Is the Crucial Element of the Sale	IV	5
Destroy Negative Emotions or They Will Destroy You	II	194
Destructive and Constructive Suggestions	II	194
Determining the Motives Which Make Men Buy	III	25
Develop Positive Powers by Displacing the Negative Ones	I	184
Difference between Argument and Arguing, The	II	122
Difficulties Hedging a New Article	I	16
Diplomacy in Handling Emotions	IV	14
Diplomatic Frankness Convinces	IV	127

	BOOK	PAGE
Disposing of Price Objections	IV	115
Do Not Ask or Accept Favors	IV	85
Do Not Be Put Off; Close Now	IV	67
Do Not Close by Any Kind of Deception	IV	66
Do Not Close with a Man of Poor Credit	IV	86
Do Not Force the Sale Unduly	IV	65
Do Not Take "No" for an Answer	IV	67
Do Not Take Promises Seriously	IV	66
Don't Argue	II	122
Don't Attempt a Confidential Attitude	III	191
Don't Give Presents to Prospects	IV	84
Don't Justify Defects and Faults in Goods or House	IV	125
Don't Maul Your Prospect	III	188
Don't Play Tricks on the Prospect	III	134
Drawn Battle Is Better Than Defeat, A	III	178
Duty Is the Highest Incentive	IV	180
Economics in Selling	I	3
Education Never Ends	II	77
Effective Talk Is Better than Entertaining Speech	III	193
Effects of Ill Health	I	89
Elements Correlating the Factors	I	77
Elements Which Make Up Personality, The	I	177
Emotions Can Be Controlled	II	180
Emotions Obstructing a Favorable Close	IV	135
Energy Is Work Power	IV	170
Enthusiasm Melts All Barriers	III	198
Environment, Attitude, and Speech as Clues to Character	III	21
Environment Is an Index of Character	III	21
Essential Service	I	35
Establish Your Own Average	I	55
Establishing Continuous and Profitable Relations	IV	143
Establishing Good Habits	I	180
Ethics of Suggestion, The	II	175
Every Sale Involves Four Factors	I	73
Evolution and Scope of Business, The	I	3
Example of Imagination at Work for the Salesman	IV	33
Examples of Reasoning	II	112
Excuses Are Not Objections	IV	118
Extra Knowledge Is an Elevator	II	81
Factors in a Sale, The	I	73
Factors in Selling	I	63
Failure Is Always Mental	II	91
Fairness Is Good Business Policy	II	48
Faith Drives Fear from Self-Confidence	III	91
Fallacies to Be Avoided	II	126
Fallacy of Not Talking Enough, The	II	127
Fallacy of Opposing a Man's Judgment, The	II	128
Fallacy of Talking Too Much, The	II	126

	BOOK	PAGE
Fallacy of Trying to Reason a Man into Buying What He Doesn't Need or Can't Pay for, The	II	129
Familiarities That Incite Antipathy	III	188
Feelings—the Generators of Man-Powers	I	164
Feigned Retreat May Induce Decision, A	IV	64
Find Your Physical Defects	I	95
First Principle in Salesmanship, The	III	105
Fitting the Talk to the Character Type	III	173
Five Cardinal Buying Motives, The	III	27
Five Roads into Man's Mind	I	113
Flatly Denying the Objection	IV	108
Four Rules for Perfecting Desirable Traits, The	I	188
Four Tools with Which Mind Works	I	124
Fourfold Elements of Effective Salesmanship, The	IV	162
Fourth Element in Selling, The	III	126
Fourth Profession, The	I	39
Friendliness Is Twin Brother to Sympathy	III	46
Fulfilling the Definition of Salesmanship	IV	90
Function of Reasoning Is to Convince Judgment, The	II	109
Functions of Man-Powers, The	I	166
Fundamental Buying Motive, The	III	25
Furnishing Material to Imagination	I	142
Garments of Thought Are Words, The	II	65
Garments Should Fit the Job	II	65
General Rules for Habit Formation	I	182
General Rules for Using Auto-Suggestion	II	190
Generalship Requisite in Selling	I	153
Generating a Magnetic Personality	I	174
Get Abundant Clothing for Your Thoughts	II	83
Get the Most Out of Life	IV	185
Get the Prospect into the Picture	IV	19
Getting Action by Suggestive Action	II	174
"Getting By" or Going Through, Which?	II	148
Getting Decision and Action	IV	49
Getting the Facts	II	31
Getting the Facts as to History, Value, and Service	II	14
Getting Through to the Customer	III	112
Getting to the Housewife	III	114
Getting to the Man through His Guards	III	116
Give the Prospect a Chance to Sign	IV	61
Good Humor Cements Friendship	III	47
Goods Have Individuality Which Carries Influence	II	43
Goods—Proposal for Action	I	75
Goods Should Inspire Confidence, The	III	68
Gratuitous Service	I	35
Great Salesmen Are Always Pleasing	I	173
Great Salesmen Are Painstaking Pluggers	I	171
Great Salesmen Are Positive Philosophers	I	172

	BOOK	PAGE
Gross Intemperance	I	90
Guessing Is Gambling; Good Business Is Built on Knowledge	II	31
Habits Which Make or Mar Personality	I	179
Handling Objections	IV	97
Happiness in the Job	I	42
Harmonizing with the Economic Order	I	39
Hawkins Chart for Knowledge of Goods, The	II	27
He Who Wills Gets Action	IV	73
Heading Off Objections	IV	102
Health Gives Strength to Self-Confidence	III	89
High Head, High Ideals	III	18
High Step from Interest to Conviction, The	IV	3
"Hit Him with the Club He Hands You"	IV	113
Honesty Is the Bedrock of Reliability	III	94
Hot or Merely Lukewarm, Which are You?	III	197
How Do Goods Influence Salesmen?	II	45
How Do We Get Ideas?	I	114
How Goods Influence Your Character	II	43
How Imagination Uses Ideas	II	139
How Long Should the Selling-Talk Be?	II	58
How Much Desire Is Needed for a Sale?	IV	24
How to Acquire Power in Language	II	63
How to Attain Good Health	I	95
How to Define an Idea	I	123
How to Obtain and Recall Impressions	I	140
How to Reach a Customer's Mind	I	113
Human Appeals in Historical Facts	II	14
Ideas Are Thought's Raw Materials	I	134
Ideas Are Valueless Unless Used	II	133
Ideas, Right or Wrong, Sway Action	II	132
If Interest Wanes, Retire	III	178
If the Prospect Is Right, Acknowledge It	II	123
Ignorance Invites Failure	I	44
Imagination Can Be Expanded	I	143
Imagination Is a Sales-Maker	I	142
Incalculable Power of an Idea, The	II	132
Inducing Desire by Indirect Suggestion	IV	12
Inducing Desire for Quality Goods	IV	16
Inducing Desire through Suggestion	IV	9
Inducing Desire to Buy	IV	3
Initiative Is the Master Key to All Doors	III	149
Insurance against Failure	II	94
Integrity Measures the Bounds of Reliability	III	95
Intemperate Eating	I	91
Intensive Selling Yields Unexpected Profits	IV	152
Interdependence of Economic Classes	I	8
Interest and Entertainment Are Not Synonymous	III	195
Interest in Making Money Is a Universal Motive	III	165

	BOOK	PAGE
Interest in the Utility of Goods Is a Motive for Buying	III	167
Interest Is Sustained Attention	III	159
Interest May Be Aroused by Stirring a Man's Pride of Possession	III	170
Interest May Be Aroused by Touching the Emotion of Caution	III	168
Interest May Be Won through the Desire for Pleasure	III	172
Interest That Is Only Curiosity	III	161
Interesting Individuality, An	III	181
Interpreting the Six Dispositions	III	16
Intuitive Judgment of Character	III	6
Intuitive vs. Objective Judgment of Character	III	3
It's Your Fault If You Don't Get Attention	III	137
Jobber as Middleman and Salesman, The	I	28
Judging the Customer's Nature	III	3
Judgment the Decisive Faculty	I	125
Just a Clerk	I	63
Keeping Physically Fit	I	87
Keeping the Reins on Temper and Sensitiveness	IV	130
Keys That Open Doors to an Interview	III	146
Kind of Man Who Doesn't Quit, The	III	151
Know Something About Everything	II	77
Know Your House	II	22
Know Your House and Be Loyal	II	39
Knowledge Is the Chief Sinew of Self-Confidence	III	87
Knowledge of Goods Is Capital	II	3
Knowledge of Goods Is Essential for Giving Service	II	6
Lack of Exercise	I	93
Language Is an Art	II	62
Language Is the Vehicle of Thought	II	60
Language Must Be Correct	II	60
Language Reenforcement	II	65
Laudable Selfishness	I	47
Law of Equilibrium, The	I	166
Learn Business Principles and Practices	I	45
Learn Human Principles and Practices	I	46
Long Head, Far-Seeing	III	19
Looking Ahead into Larger Fields	IV	166
Looking Back in Review	IV	161
Lose Your Temper and You Lose the Sale	IV	130
Love for Goods Lubricates Sales	III	181
Low Head, Low Ideals	III	18
Loyalty in Preserving the House's Reputation	III	74
Magnetic Personality Developed by Attention, Interest, Desire, and Action	I	188

	BOOK	PAGE
Maintaining Poise and Power	IV	121
Make the Selling-Talk Original	II	76
Make Use of Your New Words	II	86
Making a Test of the Strength of Desire	IV	63
Making Failure the Foundation for Achievement	IV	171
Making Friends by Serving Brings Happiness	IV	182
Making It Easy for the Prospect to Sign Up	IV	61
Making the Future Secure	II	33
Making the Goods Desirable	II	155
Making the Selling-Talk Simple, Understandable, Logical, and Forceful	II	71
Making the Shopper Want It	IV	11
Man Is the Composite of All Powers	I	158
Man-Power in Selling	I	153
Man-Powers Essential in Effective Selling	I	158
Man-Powers Exhibited in Capacity, Ability, and Efficiency	I	160
Man Who Isn't Interested, The	III	164
Man Who Thinks He Can, Is the Man Who Does, The	III	97
Man's Equilibrium of Mind	I	169
Manage the Prospect According to His Ruling Motive	III	50
Manner and Manners in the Approach	III	141
Manners Are a Mark of the Man	III	141
Marketing Plans Should Be Sound	I	18
Marshaling the Forces	I	156
Mastering the Technique of Thinking	I	133
Master of Salesmanship	I	40
Mathematics of More Sales, The	I	52
Measure of Sales Ability Is the Order, The	IV	49
Mechanics of Salesmanship, The	I	77
Medium of Personality, The	II	164
Medium of Physical Attitude, The	II	165
Medium of the Voice, The	II	166
Meeting Objections with Frankness and Diplomacy	IV	125
Memory and Imagination	I	124
Mental Ability Can Be Developed	I	136
Mental and Emotional States	I	104
Mental Temperament, The	III	13
Method of Auto-Suggestion, The	II	186
Method of Technical Analysis, The	II	11
Middleman Class, The	I	14
Mind Faculties Which Cause Action	I	127
Mind Is Not a Machine, The	I	112
Mind Mints Money for the Meritorious	I	148
Minimizing the Price	IV	116
Modern Concerns Train Their Salesmen	II	7
More Complicated Sale, A	I	68
Motive Temperament, The	III	14
Motives Which Urge Interest	III	164

	BOOK	PAGE
Narrow Head, Yielding	III	20
Necessity for Close Attention, The	II	192
Necessity for Developing an Active Will	IV	73
Need and Service May Be Associated by Suggestion	IV	9
Negative Emotions Induce Failure	II	177
Negative Emotions Inhibit a Sale	IV	135
Negative Mental and Emotional States	I	94
No Knowledge Except through Sensations	I	116
Nobody Loves a "Quitter"	III	150
"Not Interested" Man Is the Man You Are After, The	III	183
Nothing Stops You But Yourself	III	97
Nurturing the Emotions Which Control Desire	IV	14
Objections Yield to Insistent Desire	IV	138
Objective Judgment of Character	III	7
Observation Must Be Cultivated in Managing Men	III	48
Obstacles Make the Game Worth While	II	141
Obtaining an Audience	III	105
One Means of Convincing, The	II	105
Opportunities and Rewards	I	57
Optimism Is the Sunshine of Selling	IV	41
Order—Acceptance of a Proposal, The	I	77
Order Taker—Plus, An	I	65
Order-Takers, Patter-Talkers, and Bell-Ringers	IV	30
Overcoming the Failure to Make Money	IV	172
Overwork, and Overindulgence in Social Diversions	I	90
Painter of Mental Pictures, A	IV	26
Patience Prevents Panic	IV	121
Persist in Repeating Your Suggestion	II	192
Persistence Is the Key to Doors with Double Locks	III	148
Personality Defined	I	176
Personality Is the Big Asset in a Salesman	I	174
Phases of Confidence Revealed in the Prospect	III	76
Physical Attitude Reveals Character	III	22
Physical Fitness the Salesman's Prime Asset	I	87
Play According to Rules	II	31
Play the Game Honestly with Your House	IV	157
Play the Game with the Team	IV	156
Playing Safe with Memory, Reason, and Judgment	I	138
Polish and Practice the Selling-Talk	II	75
Positive Emotions Build Up Success	II	178
Potential Service in the Goods, The	II	17
Preparation for the Jobber Salesman	III	111
Preparation for the Specialty Salesman	III	111
Primary Character Signs	III	9
Primary Purposes of a Selling-Talk	II	55
Principles and Elements Diagramed, The	I	79

	BOOK	PAGE
Problems of Marketing Goods	I	16
Producing Class, The	I	10
Program of the Man Who Acts, The	IV	91
Progress Is Impossible without Confidence	III	59
Proving the Value of Goods	II	105
Psychology in Selling	I	109
Put Imagination to Work	IV	31
Put Yourself in the Other Man's Shoes	III	36
Putting Art into Selling	IV	26
Questions to Aid You in Your Conduct toward the Prospect	IV	87
Questions to Help You Become More Authoritative in Closing	IV	80
Questions to Help You Check Up Weak Will and Strengthen It	IV	75
Ramifications and Interrelations of Business, The	I	5
Reason and Suggestion Compared	II	155
Reason Is the Tool That Shapes Conviction	I	126
Reasoning and Suggestion Work Together	II	109
Reasons for Wrong Judgments	II	144
Refusing to Be Sidetracked	III	185
Reliability Is the Sterling Mark of Salesmanship	III	93
Reputation Has Its Sales Value	III	71
Reputation of the House Should Evoke Confidence, The	III	71
Retail Salesman's Preparation, The	III	109
Retailer as Middleman and Salesman, The	I	26
Right Ideas Cannot Be Conveyed With Wrong Language	II	87
Rules About Eating	I	100
Rules About Rest	I	100
Rules About Temperance	I	99
Rules for Exercise	I	103
Sale a Mental Transaction, The	I	109
Salesman—An Idea Maker for the Customer, The	II	135
Salesman as Confidence Maker, The	III	60
Salesman as the Customer Sees Him, The	III	31
Salesman Is a Partner in the House, The	II	39
Salesman Is Strength for the Will of the Prospect, The	IV	79
Salesman—Party of the First Part	I	74
Salesman Who Resurrected His Courage, A	III	81
Salesman's Manner in Approach, The	III	143
Salesman's Media of Suggestion, The	II	164
Salesmanship Defined	I	86
Salesmen Wanted Everywhere	I	57

	BOOK	PAGE
Salesmen Who Die at the Top Fail	II	91
Satisfaction Is Assured if Complaints Are Adjusted Promptly	IV	146
Satisfaction Is Enhanced if Delivery of Goods Is Prompt	IV	145
Satisfaction Is Promoted if the Order Is Correct	IV	144
Satisfaction of Convincing and Winning, The	II	141
Satisfying and Utilizing the Customer	IV	143
Saving Money Is Making Money	IV	174
Seek Constructive Suggestions in All Directions	II	199
Selecting and Arranging the Facts for Cumulative Evidence	II	115
Self-Assertiveness Is the Key for the Timid	III	146
Self-Confidence Is Deaf to Discouragement	III	81
Self-Confidence Makes Selling Agreeable and Successful	III	85
Self-Esteem Makes Sure of a Welcome	III	139
Selling Ideas Not Things	II	132
Selling Is Service	I	38
Selling-Talk Is to Convince the Prospect, The	II	57
Selling-Talk Is to Get Favorable Action, The	II	57
Selling-Talk Is to Uncover a Need for the Goods, The	II	55
Service the Keynote of Selling	I	33
Set Your Clock for Time Saving	II	97
Sharp Tools Make for Clean, Accurate Work	I	136
Sharpening the Tools of Intellect	I	136
Short Head, Short-Sighted	III	19
Shunting Objections on to a Sidetrack	IV	112
Sidetracks Get You Nowhere	III	185
Sidetracks of Your Own Making	III	187
Signification of Physical Color and Facial Profile, The	III	11
Signs Which Indicate Decision	IV	55
Simple Chart for Tabulating Knowledge of Goods, A	II	26
Sincerity Puts the Stamp of Genuineness upon Reliability	III	96
Sinews of Self-Confidence, The	III	87
Some "Don'ts" If You Would Get to the Prospect and Hold His Attention	III	152
Some Words You Should Emphasize	IV	23
Sowing Seed for the Aftermath of a Sale	IV	83
Specialty Salesman, The	I	32
Stabilizing Power of Confidence, The	III	55
Standard Methods of Selling	I	23
Standing Out from the Crowd	I	171
Stepping Up from Attention to Interest	III	159
Strategic Place of the First Factor in Selling	I	153
Strike the Human Motive First	III	124

	BOOK	PAGE
Studying the Goods	II	3
Success and Failure Are Not Accidents	IV	161
Success for Him Who Thinks It	III	81
Suggestion in Certain Steps of the Sale	II	157
Suggestion in Everyday Life	II	159
Suggestion in the Demonstration	II	167
Suggestion Is Enhanced by Repetition	II	171
Suggestion Is More Effective with Some People Than with Others	II	156
Suggestion Rouses Desire and Gets Action	II	155
Suggestion Which Brings Decision, The	II	173
Suggestions Classified and Explained	II	159
Suggestions Conveyed in Speech	II	169
Suggestions Derived from the Goods	II	167
Suggestive Sentence Openings	II	89
Superior Salesmanship	I	71
Sympathy Is a Master Key	III	36
Synthesis—the Combining of Ideas to Make a Selling-Talk	II	71
System in the Mental Store Room	I	138
Tact Holds Interest to the Point at Issue	III	173
Tact Sometimes Uses a Club	III	176
Tactics of Selling, The	III	105
Take Time into Full Partnership	IV	153
Technique of Answering Objections, The	IV	107
Temperament and Physiognomy	III	12
Tested Rules for Keeping Healthy	I	98
There Are Always Distinctive Selling-Points	II	36
Thermal Values of Zeal, The	III	197
Things Which Inhibit Decision	IV	52
Thinking-Powers Which Make Ability	I	163
Third Factor in Salesmanship, The	III	3
Thoroughness Requires Accuracy	II	149
Thought, Directed by Conscious Will, Is Auto-Suggestion	II	185
Thought—the World's Supreme Force	I	133
Thousand Dollar Cigar, A	III	31
Three Classes of Suggestions	II	161
Three Good Will Breeders	III	44
Three Mediums of Man-Power	I	159
Three Steps to Clear Thinking	1	118
Three Temperaments and Six Dispositions of Character, The	III	9
Three Ways of Answering Objections	IV	107
Through the Customer's Eyes	III	31
Time Is All Your Own	II	95
To Him That Hath Shall Be Given	II	93
Training Essential for Salesmen, The	I	44

	BOOK	PAGE
Training Imagination to Work Constructively	IV	31
Trait of Justice Induces Desire in the Customer, The	IV	43
Traits of Character Which Breed Good Will	III	41
Traits to Be Utilized in Inducing Desire	IV	41
Traits Which Make Reliability	III	93
"Triumph of the Man Who Acts, The"	IV	90
Turning Objections into Reasons for Buying	IV	113
Two Legs of Business; Confidence and Service, The	I	33
Two Primary Groups of Buyers, The	III	41
Two Varieties of Objections	IV	100
Two Ways to Handle False Statements	II	124
Unsound Judgment Wrecks Business	II	144
Use Clear, Simple Terms	II	115
Use Failures as Stepping-Stones to Go Upward	IV	171
Use of Suggestion in the Close, The	II	173
Use Small "I's" and Big "You's" in the Selling-Talk	IV	19
Use Your Powers of Observation to Discover Signs of Decision	IV	55
Use Utmost Wisdom in Judging Men	III	51
Using Assurance, Decisiveness, and Authority	IV	79
Utilize the Buyer's Good Will	IV	149
Utilize Your Margin of Time	II	100
Value of an Introduction to a Prospect, The	III	118
Values Hidden in the History of Goods	II	16
Vice of Jumping to Conclusions, The	II	144
Visualize the Value of the Goods	II	137
Vital Temperament, The	III	14
Ways and Means of Compelling Attention	III	126
Ways of Reaching the Consumer	I	23
Wealth Already Yours	I	146
Welcoming Objections with Patience and a Smile	IV	121
Well Balanced Man, The	I	166
What About Tomorrow?	IV	166
What Analysis Includes	II	8
What Are Objections?	IV	97
What Are Tactics?	III	108
What Are the Functions of the Will?	I	128
What Becomes of Sensations?	I	118
What Is Business?	I	3
What Is Essential in Salesmanship?	I	84
What Is Habit?	I	179
What Lincoln Thought of Proof	II	106
What Must You Prove to the Prospect?	II	108
What Objections Are and Why Raised	IV	97
What Sort of Pictures Should the Salesman Paint?	IV	27
What the Art Leads to	I	63
What the Customer Wants to Know	II	105

	BOOK	PAGE
What to Do With Your Knowledge	II	25
What You Can Do If You Think So	III	99
When Desire Is Highest, Get Action	IV	49
When Is an Artist Satisfied?	II	142
When the Check Is Stamped "No Funds"	IV	184
When the Prospect Comes Out, What Next?	III	120
When the Salesman and the Prospect Understand Each Other	IV	3
When You Are Invited in to the Prospect, What Then?	III	123
When You Can Eat Soap, You Will Sell It	III	181
Where and How Shall You Get Words?	II	84
Where to Get Your Knowledge of Goods	II	24
Who Make Up the Economic Classes?	I	8
Why Bother With Competitors?	II	19
Why Is Suggestion So Powerful?	II	162
Why Study Psychology?	I	109
Why the Square Deal Is Best with All Prospects	IV	83
Wide Head, Fighter	III	20
Will Is the Force in Auto-Suggestion, The	II	184
Will-Powers Which Produce Efficiency	I	164
Will—the Motor Which Turns Thought into Act	I	127
Winning the Customer's Confidence	III	55
Wisdom Plans for the Future	IV	166
Words Which Are Frequently Misused or Mispronounced	II	69
Work Is the Primal Cause of Success	IV	167
Working in Harmony with House Policies	IV	156
Working the Law of Average to the Limit	I	52
Write the Selling-Talk and Memorize It	II	72
You Are Beaten Only When You Quit	III	150
You Sell Ideas, Not Things	II	135
Your Margin of Time	II	95

LECTURE NO. 7

Fields of Opportunity

By

HARVEY S. HANEY

HARVEY S. HANEY, A.M., LL.B.

AFTER graduating from Princeton and holding the Boudinot Fellowship in the Department of History, Politics, and Economics in that university, Mr. Haney taught in both high schools and colleges and then received a degree from New York Law School and was admitted to the bar of that state.

His interest in the mercantile and commercial fields of business led him to serve behind the counter in the department stores of New York and also to act as assistant to the President of the Interwoven Stocking Company. In addition, he has served his apprenticeship in the field of specialty selling.

When the United States entered the war Mr. Haney became the Chairman of the Legal Advisory Board for one of the largest districts in New York. In 1918, he went to Italy and, in course of time, became the Regional Director of all the "Y" work for the Fourth Italian Army. He was under fire on Mt. Grappa during the last offensive, was severely wounded, and was awarded the Italian War Cross and the Cross of the Cavalieri. Upon his return to America, he was appointed by New York University as one of the members of the first class in the School for the Training of Teachers of Retail Selling and later was made Associate Editor of the Salesmanship Course for the United Y. M. C. A. Schools.

FIELDS OF OPPORTUNITY

A LITTLE more than three centuries ago Shakespeare called this world "a great sphere of action." Nowadays, we might call it the great field of salesmanship, for all of us, whatever our positions, are selling something, whether it be services or merchandise. For the purpose of discussion in this lecture, the field of salesmanship has been divided up into three main groups—retail, wholesale, and specialty. But never cease to remember that the fundamentals in each are the same.

Although the specialty salesman may see each customer but once, while the wholesale salesman may become so well acquainted with his customer that he may pride himself on knowing every phase of the man's nature, yet the rules of the great game both are playing must be followed. This will result in great returns now and also in the making of an impression which may be used if another position is ever desired.

The men engaged in retail selling outnumber those in the wholesale and specialty fields combined. They serve the individual consumer behind the counter, furnishing us with the necessaries of life. Every human being of responsible age, deals with them almost daily.

The wholesale salesman caters to a limited class; the specialty salesman reaches us all, but only at intervals, and we can isolate ourselves from him if we like; but the retail salesman we meet every day, whether we will or no. It can thus be seen how influential the retail salesman

is, and how closely the well-being of our entire society is bound up with his skill as a salesman.

THE RETAIL FIELD

JUST consider for a moment the immense department stores of our large cities. Here you will find from two to five thousand employes housed under one roof, all intent upon satisfying the desires of customers. The crying need of these places is competent clerks. Percy S. Straus, Vice-President of R. H. Macy & Company, Inc., New York, told the writer that he was hard put to it to get executives and to develop salesmen.

Twenty of the largest department stores in the world, together with the Book Sellers' League and the Retail Milliners' Association of America, have even gone so far as to pledge $20,000 a year for the next five years for the training of teachers of retail selling so that the employes of the stores and the young men and young women who are entering the retail field will have a chance to develop into first-class salespeople and, later, into buyers. The stores know that their prosperity depends upon the good will of the buying public and that good will can be obtained and held only by the acts of the sales force behind the counter—the ones who meet the public each and every day.

Opportunities of the Retail Salesman to Serve the Customer

THE RETAIL salesman must *give service* and he must *take the initiative*. It is the failure to understand and obey these two laws that makes much retail selling the inefficient and disagreeable activity that it is; that keeps retail salesmen in

unrespected, low-salaried positions, and sometimes bankrupts the houses by which they are employed. Nothing but acceptance of these laws will make retail selling efficient, agreeable, and profitable for all parties concerned.

If your store is carrying on extensive advertising, be sure that you know what articles are advertised and where they are. The purpose of the advertisements is to attract customers and sell merchandise. It is salesmanship on paper; but the salesman in the store must supplement this. The customer has been led to expect something and he or she comes in, very often, with the first step in selling—*the arousing of attention*—already accomplished.

The salesman, now, should be ready to induce *desire.* He must present a healthy appearance. He must know his goods, both those of his own department and, to some extent, those in other departments. It is cooperative selling when he can tell about material in other parts of the store and direct the prospective purchaser to that section. He must awaken interest and inspire confidence. To do this, three things are necessary: confidence in himself, in the merchandise, and in the store. The interest will be awakened by appealing to one or more of the five senses—hearing, sight, taste, smell, and touch. It is a known fact that customers, especially women, want to *feel* the merchandise, whether it is dry goods or carpets. Anticipate and answer objections before they emerge from the customer's mind by presenting the good qualities of the article. Always tell the truth but be an expert on your line. Knowledge takes the drudgery out of your work. You

feel then that you are a part of the big game of business. You get enthusiasm by knowing something about the material you sell.

It is easier to sell a high priced article with a *reason* for the high price than to sell a cheap one with no reason. This is important, because to the average store, a large *volume* of sales is more desirable than a large *number* of sales. Get your selling points in an orderly arrangement. Present a strong one at the opening, but get ready to produce a clincher for the close of the sale.

People do not see what they look at; they see only what is pointed out. This may seem peculiar but it is true. Our minds are preoccupied with other thoughts and the image before us does not register. How often have you pulled out your watch and, upon being asked the time, been compelled to look at the watch again? Macaulay relates of Dr. Johnson that he was seen to peer intently at the face of the clock on St. Paul's Church for many minutes and then would not know the time. This is one of the main reasons why we have salesmen and not automatic selling devices on the same plan as the chewing gum machines. The salesman is there to use his tact and ingenuity in selling the merchandise to customers who will come back for more.

Appeal to Human Instincts

YOU MUST appeal to certain instincts that are prevalent in the human race in order to make the sales. Take the instinct of *self-preservation,* for instance. We are not going to look at this instinct on the too serious side—as the saving

of life—but we have a desire to preserve our social selves, to keep up our position. To do this, we need wearing apparel, house furnishings, and other things. The salesman should know how to appeal to this instinct ever present in us. Then there is *vanity*. Many of the big clothing stores are making special efforts to attract a man by appealing to his impulse to improve his appearance.

Take an interest in the children. If you are selling toys, let the youngsters play around. It's mighty hard to separate a child from something it wants and has its hands on. This is the instinct of *possession*. Or, suppose you are selling furs. If the customer has an attractively dressed child with her, throw an appropriate fur piece about her. You are here appealing to the *parental instinct*. The mother likes to have her girl look well. There are many other instincts—imitation, curiosity, and the like; but you have the idea. *An instinct cornered is a sale made.*

Keeping Stock

KEEPING stock is an important part of a retail salesman's duty. First, because goods well kept are more attractive and far easier to sell than those that are shopworn or soiled. Second, goods which show careless handling must be marked down, as their value has depreciated and they do not appeal to customers. When marked down, there is a loss of profit on them, the earning capacity of the department is weakened, the strength of the salesman lessened, and his chances for an increase in salary become poorer.

IT WILL sometimes happen that a second, and perhaps a third or fourth, customer will arrive before you finish waiting on the first. It is then a fine feat of salesmanship to serve them all at once, or at any rate, so to restrain their impatience that they will not wander away to another store, or be conscious of neglect. No matter how busy you are with the first customer, contrive to recognize the others when they enter. Give them a nod, and promise to be with them soon. While your first customer is looking over an assortment of goods, or making up his mind to buy, you might safely take a few seconds to ask the wants of those who are waiting, and to place some samples before them. This is practically certain to hold them until you are free to attend to them exclusively.

Good nature should be exhibited toward that large class who come merely to look and not to buy. These people who "look around" are really going through the first steps of the sale. You are getting their attention, interest, and to some extent their desire. Although they do not buy today, a strong impression is made upon their minds that you carry an article which they may want at some time in the future; and, when that want arises, they will return to you to satisfy it. After looking over goods in a certain store, a man will revisit that store a month or a year later, to buy the goods, although he knows they can be bought conveniently in a store much closer at hand.

The retail salesman has a distinct and valuable field of opportunity to serve humanity and to earn

fairly good remuneration. He will make his job bigger and his salary larger by studying his goods and applying the Art of Salesmanship. He should not be content to remain merely an order taker.

THE WHOLESALE FIELD

THE WHOLESALE salesman is the man who, representing the jobber or manufacturer, sells his goods to the retailer. Roughly estimated, the wholesale salesmen in this country number 275,000. These men are, as a rule, well paid and the quality of their work is high. The generous incomes made by early followers of the profession and the rapid increase in population and interstate commerce contribute to cause men of high grade and ability to enroll themselves in the ranks of wholesale salesmen. Energetic men of brave ideas and high aspirations are choosing the calling and are raising its standard to the dignity of a profession.

There are other reasons, however, for the uniform competence of wholesale salesmen besides the attractiveness of the work to men of big caliber. They not only *may* be competent—they *must* be. Yet even in this branch of selling, few men reach the success to which their natural capacities entitle them. The best could invariably do better, and the majority of those who fail could not only learn to maintain themselves securely in salesmanship, but could make useful and happy careers.

There are certain things that are going to smooth your way after you start out with the sample case. Consider carefully what is going to be said to you about your relations with the

people with whom you come in contact, apply the principles taught you in this course, keep on studying about your line, keep on absorbing something new. Keep alive. Your bank book will then begin to swell and you will be greeted enthusiastically by both the house and your customers.

The Salesman and the Sales Manager

MANY salesmen on the road fall short of their highest possibilities because they fail to form the right relations with the sales manager.

The sales manager is generally an experienced man, who knows the business from top to bottom and back again. It is just possible that he hoisted himself into the position by means of pull, but it isn't likely—there is too much to gain from his skill, too much to lose from his bungling. Depend upon it, he has studied your goods thoroughly because he is close to the buyers. He has also studied the marketing of them thoroughly, for, though he may never have tried to sell them, he has had the advantage of learning from the members of the whole force. Hence, by putting all things together, he knows more about how these goods can be sold than any other man connected with your firm.

Always hold yourself receptive when the sales manager speaks. When he sketches out a plan of campaign, or prepares a selling-talk, adopt it. When he follows you up with letters of suggestion and encouragement, read the letters, study them, and conscientiously endeavor to follow their counsel. Write to the sales manager occasionally and consult with him freely when in from the trip.

Tell him your troubles and learn what remedies he can propose.

The Salesman and the Credit Man

THE CREDIT man is the man in the employ of each large house who keeps an eye on the financial condition of the customers. He knows the amount of capital invested, and the interest it pays; he knows the volume of the customer's sales and, above all, he knows what his habits are as regards the payment of his bills. Is the man indebted to several other wholesale houses? Has he satisfied the last bill contracted with this house, and if so, how long did he take in doing it? Does he speculate? Has he money in the bank, or good outstanding credits, so that he can pay if he will? Is he a man of honor, so that he will pay if he can?

These are some of the facts that the credit man is supposed to know. They all have weight in the final determination as to whether your selling transaction shall become a *real* sale. If the facts are unfavorable or doubtful, the goods will not be shipped, and your toilsome efforts to secure the man's order will all have been in vain. If the facts are favorable, the goods will be shipped, the money collected—perhaps—and you will enjoy the reward of your labor in commissions.

The Salesman and the Customer

THE CREATION of desire in the retail merchant presents problems somewhat different from those of other sales. In the first place, the prospect is an experienced buyer. Buying is a part

of his business; he knows what he wants and why he wants it. In the second place, he is himself a salesman and will be more or less conscious of the means you employ to influence him. Thinking of himself as a buyer and of you as a salesman and knowing all the arts and artifices of both positions, he will understand exactly how to defend himself against you. Under such conditions the feat of creating desire in him becomes one of the greatest nicety and skill.

What is the retailer's buying motive, the contemplation of which will most vividly awaken his desire? It is the extension of his trade and the making of money by future sales. He buys your goods because he can sell them, and for that reason only. Thus, the sale of those goods and the making of money by him constitute the particular kind of service you can promote by putting the goods in his hands. To awaken his desire, dwell upon that service with as much directness and suggestive force as possible. Let him see himself from the first as selling the goods to his customers—never thinking of the necessary preliminary act of buying from you.

Show him how to sell by giving him selling-talks, by illustrating the best methods of display, and by making use of the general advertising done by your house. This will tend to prevent him from shoving your goods into an obscure place on a back shelf where they will have no chance to prove their selling merits.

Prove that he will not only sell, but sell at a profit. Take a piece of paper and do some figuring. Write down the amount of the bill of goods you think he can use. Write down opposite this

the wholesale price of the goods. Add to that the cost of transportation, and the cost of selling. Then over against this write the retail selling price of the goods, and by subtracting the former from the latter, show the prospect just how much his profit will be.

You will practice this figuring, of course, before you leave the home office. Practice it upon bills of many sizes, for imaginary customers of many kinds, as confronted by a great variety of selling conditions. Know exactly how the problem is going to work out in each case. Show the man not only the total sum of money to be gained from a given investment, but also how large a per cent of interest that is upon the money.

THE SPECIALTY FIELD

SPECIALTY salesmen are of many kinds. The specialty man sometimes sells to the retailer, introducing a new article, but usually to the consumer, in home or office. The goods may be some article not yet taken up by the regular trade, or something which the producer prefers to sell directly; with the promoter, it may be an "idea" of organization or efficiency. The term is too broad for definition, for it may be said to include all those people selling goods, ideas, and services who are neither retail nor wholesale salesmen.

The specialty salesman practices salesmanship in its highest and most difficult form. Meeting his customers as a rule for one sale only, he must fathom needs and motives at every interview, and create from the very start the necessary confidence of the prospect in himself. His article, moreover,

is often as strange to the prospect as the prospect is to him; he has to create desire for the article in men who have not previously known of its existence. In short, he has to conduct his prospect through the entire course of the sale, exercising at each step the strongest controlling influence.

With all the opportunities for specialty selling, no man need be out of work for an hour. Anyone with even the beginnings of salesmanship knowledge and skill can obtain a sample and go out into the field. New companies spring up daily, producing and exploiting new articles, nearly all of which will yield the novice a living, and some of them an extremely good living. The chief question for the beginner is one regarding the choice of goods. Out of the many and varied articles calling for distributing agents, what article should one choose? Holding in view the attitudes necessary for selling, it should be possible to answer this question quite exactly.

First, choose an article that you believe in, and don't start out until you are confident you have such an article. Don't try to sell granite ware, when your entire faith is in aluminum. Don't try to sell automobiles, when your conscience tells you that life insurance is the safeguard of the nation and the race.

Second, choose an article suited to your taste. You might believe in washing machines, in their place, as firmly as you believe in books, in their place; but being of a studious turn, you would have a more natural taste for handling books and discussing their qualities.

Third, you should choose, for the beginning at least, an article for the sale of which you will

circulate among people of your own class and condition. If you were raised in the city, you would feel most at home selling in city territory. If you come of a family of mechanics, try to sell among mechanics, for you can understand their needs and will know how your article will really benefit them. Also, you will be able to converse intelligently upon the subjects nearest their hearts.

Do not belittle or joke about your vocation, or permit others to do it. Do not permit any man to insult you. Your work is as honorable as his and probably more important. Tell the man courteously what you think of him. You do not need his business. There are about 110,000,000 other people in the United States. Besides, to stand on one's dignity is often the best way of making a staunch friend.

Insurance

INSURANCE is a fertile field for the salesman and offers splendid prospects for advancement. The most conscientious salesman can take an agency with any of the leading companies—either in fire or life insurance—and pursue his calling with firm conviction that every policy written by him or through his efforts may prove of inestimable value to the party insured or to those dependent upon him.

Without fire insurance, the savings of a lifetime may be consumed in an hour, leaving the victims homeless and destitute. Life insurance has exempted many an estate from bankruptcy, secured comfort in old age, and saved widows and orphans from poverty. It is one of the grandest missions

of salesmanship, and its representatives are no longer regarded as bores—transients or impecunious failures from other walks of life.

Life insurance salesmanship is exceedingly difficult. Yet there is scarcely any business in the world where a man without capital can start in and build up for himself as sure a future. With the large companies it affords vast opportunities for promotion. The problem with some companies is not, "Where can we find a place for this or that man?" but, "Where can we find a man for this or that place?" The competent agent who stays by his company for ten years will have an assured future. There is no blinking the fact that there are dark days at the start. Grit and staying power are what win the battle.

Automobile Selling

NO FIELD of business has a brighter future than the selling of automobiles. There are now something like a hundred and twenty-five makes of cars on the market. Of these one company alone employs nearly five hundred salesmen besides the retail dealers who do not specialize in automobiles exclusively. If all the companies had so large a force, the total number of auto salesmen in the United States would be more than sixty thousand.

The automobile salesman handles a superior kind of goods; he meets a superior class of people; his sales involve large sums of money; and his commissions are correspondingly large. The field is not only broadening to accommodate more men, but it is growing brighter for each man who enters it.

Machinery

NOT ONLY in automobiles, but also in machinery of all kinds, the future of the specialty salesman is a bright one. Invention seems never to lag, but goes on from year to year, improving old machines, and devising new ones to save time and labor, and to increase man's pleasure and his productive efficiency. In the city we have the cash register, the adding machine, the typewriter—to name only a few of the best known machines; in the country we find gasoline engines, trucks, tractors, and all kinds of farming implements. There is practically no limit to the number of salesmen that the machinery business can employ nor to the orders that can be placed by each salesman providing he is properly equipped.

A machinery salesman should have a taste for things mechanical and be able to show the structure of his machine. Still more important than that is a knowledge of the lives and the labor of the people to whom he expects to sell; for his chief function is to show them how to do their own work—in which they have specialized and think themselves very competent—in a better way than they have previously known. A man who starts out to sell gas tractors to the farmers must know a great deal about farming. If a stranger came to these men professing ability to increase their comfort, pleasure, or aesthetic gratification they might be inclined to believe him. But when he claims to show them how to do their own work he must have the evidence ready, and be able to state it in their own language; to prove, in short, that he knows more about at least one phase of their business than they do.

Investments

THE PECULIARITY of the man who sells investments—stocks, bonds, and mortgages—is that he usually deals in invisible goods. He has nothing which he can actually present but paper and promise, while the real benefits which the customers are to derive consist of possibilities for the future. It is often said that because he has so little to show, the investment salesman needs "imagination" in order to present those anticipated futures to his prospects in a way to make them seem real and convincing.

The all important thing in selling investments is to know that there exists behind your paper some real goods which will produce the results you promise. One way to be certain of such knowledge is to work for a reliable company, one that handles only honest propositions after careful investigation. Another way, which should always supplement the above, is to have such a thorough understanding of the business in question and of all the conditions surrounding it, that the picture you draw of the future will be the product of reason rather than of the imagination and will be susceptible of mathematical proof.

In conclusion, I want to leave two ideas with you. Play up to them and the world is yours if you use a little headwork. One of them is this:

It is always better to look pleasant.
It will at least worry your enemies.

For the other, I am indebted to the Mutual Benefit Life Insurance Company.

"Service is the only advertisement that men can read in the dark."

LECTURE NO. 8

The Man and the Job

By

WILLIAM JESSUP SHOLAR

WILLIAM JESSUP SHOLAR, A.M.

Editorial Secretary
United Y. M. C. A. Schools

WAKE FOREST College, North Carolina, and Colgate University, New York, are the Alma Maters of Mr. Sholar. Prior to going to college, he gained experience as retail clerk, bookkeeper, and print-shop helper.

College settlement work in New York City gave him close contact with humanity, and that was broadened when he became the first Y. M. C. A. County Secretary in New England, supervising sixteen village Associations. Later, he served as lecturer and salesman for the Sheldon School of Chicago, President of the Sholar Business Service, Inc., Associate Editor of *The Shoeman,* representative of Alexander Hamilton Institute, Staff Secretary and Editor for the Business Training Corporation, Sales-Promotion Manager for the Accounting Machine Company, and General Manager of the Rubber Products Corporation.

Mr. Sholar has sold many lines of goods —retail, wholesale, and specialty—and has had more than 5,000 men in his salesmanship classes. Because of his broad experience in business, especially in selling, teaching salesmanship, and authorship, he was selected to revise and edit the Association's Course in Salesmanship. He has now been made Editorial Secretary of the United Y. M. C. A. Schools.

THE MAN AND THE JOB

THE most important crisis in a man's life is the selection of his vocation. It is perhaps more important than the choice of a wife. Indeed, there is quite a bit of similarity in the essential importance of each of these choices. A man's happiness certainly hinges on the right or wrong choice of a life companion; but the happiness of that companionship in marriage hinges most largely on the man's vocation—on account not only of what he gets out of it in the way of money, but also of what he gets out of it in the way of happiness. A man cannot be supremely happy if he has the wrong wife or the wrong job. Since happiness is, in part at least, the great aim of life, the right choice of a vocation, as well as of a wife, will contribute to the attainment of happiness; for happiness is to be found only in useful labor which harmonizes with a man's desires and with his relationship in marriage.

Every man should exercise his own right of choice in selecting both his wife and his vocation. All too frequently the father of a family (and sometimes the mother) takes upon himself the task of choosing for the son a vocation. All that any father is justified in doing is to *assist* the boy to find his vocation and not to compel him to enter upon one which he, the father, himself chooses. A great many of the square pegs in round holes in life are such because the father, or some unwise friend, has induced the boy to enter upon a vocation for which he had little native aptitude. I say this, because you men who have been taking this

course in salesmanship either are already fathers or probably will be; and I want to suggest to you, not only the inadvisability, but the absolute cruelty and injustice of forcing your boys into vocations of *your* choice.

Having said this much, let me now help you, if I can, not to choose your vocation, but to consider the best ways of finding a job as salesman—because I take it for granted that you are, or want to be, a salesman. At any rate, this lecture must be confined to the question of a salesmanship job, for it cannot spread itself out over other jobs.

If you now have a job as salesman and are satisfied with it, this lecture does not immediately concern you; but the time may come when you will need to seek another connection in business. The concern you now represent may cut down its sales force and you may lose your job, or the time may come when you will need to earn more money than you can earn in your present position, or you may possibly reach a point of development at which the goods which you are now handling no longer appeal to you. It will then be necessary for you to seek another job. So, out of a very broad experience covering a quarter of a century, I want to give you some suggestions which I hope will be profitable. These suggestions are born of many experiences in seeking jobs for myself and in assisting others to find jobs.

Apply the Principles of Salesmanship

IN finding a job as a salesman you need only to apply the principles of salesmanship which you have been studying in this course. The finding of

a job for yourself and the selling of any article of commerce require exactly the same modes of procedure. The principles which underlie the sale of a typewriter, let us say, are no different from the principles which underlie the sale of your services. Recall, then, your chart, "The Mechanics of Salesmanship." The elements which make up that chart are precisely the elements which enter into getting a job. You are the salesman and the prospect is the concern to which you wish to sell your goods—your services. You must, therefore, make a *judicious approach,* follow with a *complete demonstration,* and get a *favorable close;* but, instead of making a *mutually pleasant adieu,* you will make a mutually profitable business connection.

Prepare for the Interview

IF it is necessary to prepare for the interview when you are selling goods, it is equally necessary for you to prepare for the interview in selling your own services. Please get it fixed firmly in mind that you are *selling* your services. You are not merely *hunting* for a job, and you certainly are not to *beg* a man for a job any more than you would beg him to buy your goods. You are, therefore, to make it a *job of getting a job.* In preparing yourself for the interview two main points are to be taken into consideration:

A. Know your goods—yourself.
B. Determine what you want.

A. Know your goods—yourself.—You have already studied the methods of analyzing goods,

and those methods are to be applied to yourself now, in preparation for securing a job. Your analysis should take into consideration your *physique* or bodily condition, your *intellectual* goods, and your *moral* traits. It will be well for you to sit down and analyze yourself thoroughly. Jot down all of the facts about yourself, both the positive facts and the negative facts. Then make a chart of these facts after the fashion of the Hawkins Chart. It will be an excellent plan for you then to write out a selling-talk with your own services as the subject. You can do this in an impersonal way just as though you were preparing a selling-talk about silk or about an adding machine.

When you come into the presence of your prospective employer he will want to know three things, namely:

What have you done?

What have been your business experiences?

What do you know?

He will want to find out from you what you know about the Art of Selling. He may want to find out also your breadth of knowledge, gained either from direct experience or from a study of business practice. It will not do you very much good to tell him that you are enthusiastic, energetic, and cheerful. He must take it for granted that you possess those traits of character. At any rate, they will come out sooner or later. He is particularly interested in your *ability,* which is wrapped up in knowledge and experience. You should have this data well in mind; and there is no better way to prepare yourself to give him the

facts required than by analyzing your abilities and putting them together in the shape of a selling-talk. You must *know* what you have to sell in the way of services.

B. *Determine what you want.*—That is to say, you should make up your mind what kind of goods you want to sell. Many men jump from one concern to another, and from one class of goods to another, largely because they have failed to study the various classes of goods and to determine what goods appeal to them most. You have already learned in this course that one man is adapted, intellectually and temperamentally, to sell one thing better than another. It is not true that a man can sell everything equally well.

In determining what you want, therefore, you are to choose the *kind* of goods which you will like best to sell; and you are to do more:

Choose the Concern That You Want to Serve

ALL too many men merely hunt for a job, when they are out of one, without giving consideration to the *concern* itself. When a man chooses a wife he does not, as a rule, take any girl that happens to be in sight. He exercises some choice in the matter. He should be equally wise in choosing a company with which he wishes to tie up. This is not so difficult, after all. Having chosen the goods that you want to sell, the next step is to consider well all of the concerns which handle those goods. You should get the facts about them and not trust to so-called luck. I have found it advisable to look up the history of concerns and to talk with people who know that his-

tory. It is well to talk with employes of the concerns, especially when you have narrowed your choice down to one or two concerns. By following this plan you really make it a job of getting a job and do not proceed on the "hit or miss plan" which, for the most part, is no plan at all.

You see, if you go at this matter in the right spirit with a view to making a permanent connection, you will prepare yourself to make that connection permanent by determining what you want and what connection you want to make.

Locate the Market for Your Services

HAVING determined what goods you want to sell, you may, as has already been indicated, select also the concern whose employ you wish to enter. Reference will be made to this a little later on. Now, however, let us take it for granted that you are not able to select the concern, but you do want to find the right market in which you can sell your services as a salesman. There are six ways of finding a buyer for those services, namely:

1. Answering "Help Wanted" Advertisements.
2. Advertising in the "Situations Wanted" Column.
3. Looking up "News Items."
4. Consulting Employment Agencies.
5. Using a Circularizing Campaign.
6. Personal Calls.

In looking through the "Help Wanted Advertisements" in the newspaper you should exercise judgment in selecting those which are worthy of a reply from you. If the advertisement does not

state the kind of goods which are to be sold, they have doubtful value. Having found an advertisement, however, which does state the goods which are to be sold, your application for the job should be as carefully considered and worded as your sales talk is carefully built.

Here are some "don'ts" which you should have in mind when answering an advertisement:

Don't start your letter with the statement that you have *read the advertisement* and that it interests you. You merely waste your words. The employer knows that you read the advertisement and that it interested you. Otherwise you would not have replied.

Don't burden your letter with such statements as: "I realize that a large number of applications will doubtless be received and that it will require a great deal of your time to read them all, and it will probably be very difficult to decide," etc.

Don't use "long hand" if you can avoid it or unless it is specified in the advertisement. Typewriting is inexpensive.

Don't send a letter in careless handwriting.

Don't use social note paper.

Don't write on both sides of the sheet.

Don't write with a lead pencil.

Don't forget, if you are a poor speller, that it is easy to check yourself by reference to a dictionary. A misspelled word in a letter of application sticks out like a sore thumb.

Don't be general in outlining your record of experience. Give the names of the companies and the length of service with each of them.

Don't fail to comply with every individual item

of the advertisement. Strict compliance with details suggests the observant man.

Don't rely on general statements. Employers like to draw their own conclusions from definite concrete facts.

Don't volunteer any statements to the effect that you are "not interested in salary if the prospects are bright." Executives are not looking for "something for nothing" offers.

Don't put the salary question on the basis of what you *must* have, but rather in the form of what you *can make* yourself worth.

Don't make inquiries that will indicate more interest in personal advantages than in serving your prospective employer.

Don't make any flippant, bombastic, or studied, clever remarks.

Don't be egotistical. There's a difference between egotism and confidence.

Don't try to describe your general personal characteristics—enthusiasm, loyalty, appearance, and the like. These are qualities for which no one will take your own word.

Don't talk about your family.

Don't fail to state your age—unless your withholding it fulfils some definite purpose.

Don't fail to give references.

Don't inclose original letters of recommendation, or other papers of value, to blind addresses. Send copies.

Some of my "don'ts" may sound foolish to you, I know, but every batch of application letters that reaches an executive's desk contains every class of mistake outlined and many more original ones. Almost every man of average intelligence would

be insulted if I were to tell him to be sure to sign his letter, and yet, invariably, in a hundred letters, there will be at least one—sometimes well written—which is unsigned. Watch your letters, make them as nearly perfect business letters as you possibly can—it pays.

If you find it advisable to insert an advertisement to sell your services in the "Situations Wanted," word it in an attractive manner. Give such facts about yourself as will awaken interest and pull replies.

You will frequently find "news items," especially on the business pages of the newspaper, which will give you clues to a possible opening for you as a salesman. New concerns are starting up every day. As a rule, they need salesmen. Items concerning these new concerns are frequently found in the newspapers. There are also items referring to contemplated enlargements of concerns. These indicate growth, and growth necessitates more salesmen. They are well worth following up, either personally or by letter.

There are, too, reliable employment agencies in the large cities. There is a slight fee required when you list yourself with one of them, but the fee will be returned in case they do not find a job for you. In fact, it is returnable on demand. The fee required by these agencies for securing you a position is about five per cent of your first year's salary.

The best plan, I think, of finding a market for your services is to start a circularizing campaign. Having selected the goods which you want to sell, you can secure a list of the concerns handling those goods. Get the name of the manager or

the president, as the case may be, and write to him personally. You can get his name over the telephone. All that you need to do is to call up the concern and say, "I want to write a letter to your manager—will you please give me his full name?" As a rule, the telephone operator will give it to you; sometimes she may switch you over to the manager. In order to head her off on this, you should say to her as soon as she answers, "I don't wish to be put in touch with anybody, but I called you up to ask you to give me the full name of the manager of your concern, because I want to write him a letter. I do not want to talk with him."

Then write your letter. I find it advisable to have it prepared most carefully. You can have it multigraphed if you like, but be sure to have it done perfectly. Then have the name and address filled in with equal perfection. It is even better to have each letter written individually; but the same letter, of course, can be sent to every concern. In preparing this letter, consider the *don'ts* which have already been mentioned. In closing your letter ask for an interview. If you do not receive favorable replies from a number of the letters sent out, a second and even a third letter are advisable. That is the way we get business in using follow-up letters.

You need not depend on letters, however, or any of the other means mentioned to market your services. You may get an immediate audience with a prospect yourself. Having selected the goods that you want to sell and having looked up the concerns which handle the goods, you may call directly upon the manager. Be sure, how-

ever, that you get to the *man holding authority.* Do not attempt to sell your services to an underling. Find out who the man is that does the employing of the salesmen. Use the same tactics in getting at him that you would use if he were a prospect for buying any goods other than your services. Get an audience with the *right man.* It will save time and disappointment.

Sell Yourself

LET us suppose, now, that you have come into the presence of your prospect—the man to whom you wish to sell your services, and presumably the man who is in the market for a salesman or for such services as you can render. How shall you conduct yourself? The answer is, just about as you would if you were there to sell him life insurance or any other commodity. You are there to gain and hold his attention, to arouse his interest, to create conviction in his mind that you are the man he needs. You are there to induce him to desire your services, to make him want to employ you, and, of course, you are after a decision on his part. You want him to *decide* to employ you, and then you want him to say, "When can you begin work with us?" Lastly, you will be glad to have him say, "Very well, I'll take you."

To help you accomplish this, here are a few "don'ts" once more. Some of these you have already considered in this course; but they will bear repeating at this point, because obedience to them will have a vital influence on the outcome of your interview.

Don't ramble off into irrelevant remarks about your brilliant accomplishments. Talk more about the position than about yourself.

Don't wear "loud" clothes.

Don't walk into the prospect's private office with your hat on.

Don't go in with a cigar, cigarette, or pipe in your mouth or hand.

Don't lay a limp hand in your prospective employer's hand; grip his hand firmly.

Don't fall back into a chair as though you were going to sleep in it. Sit up. When you stand, stand upright.

Don't put your hat on the executive's desk.

Don't try to force intimacy with the executive.

Don't attempt to give him a cigar.

Don't try to do all the talking; be a responsive listener.

Don't bring up purely personal matters.

Don't be egotistical; speak with confidence of your work.

Don't "knock" your present or past employers; speak well of them.

Don't try to give the impression that you are a martyr in your present position.

Don't let the interview grow stale. When you feel that you have gone as far as you can go toward closing the deal, get out.

After giving you so many "don'ts" I must leave a positive impression with you. When the hour comes for your interview with an officer of the company with which you are trying to get a job, approach the meeting with a firm resolve to present your case in a businesslike manner. Look your interviewer straight in the eyes without

staring; and, as man to man, put your case before him. Remember that, if you are the right man for the position, his company will gain just as much from the proposed relation as you will gain. You have the most desired article in the market —brains; and you should sell your product—your services—with the dignity and sincerity that characterize the work of any high-grade salesman.

What About Salary?

THERE will necessarily come up in the interview the question of compensation. There are three ways in which salesmen are paid for their services:

1. Straight salary.
2. Salary plus commissions.
3. Commissions.

There is a variation of the third form of payment, namely, a drawing account and commissions; but the drawing account is merely an advance charged against your prospective commissions. It is really a loan to you by the company and has to be paid back by you out of your commissions. Of course, if you do not earn commissions sufficient to cover the advance and should leave the concern, they would lose money, for there is no way in which they can compel you to return that advance. They are merely taking a chance on your ability to earn the commissions.

Both retail and wholesale salesmen are usually employed on a straight salary. Sometimes, a bonus is given for extra sales, or a commission is given on sales beyond a certain minimum

per week or per month. Specialty salesmen, as a rule, receive straight commissions. Sometimes, a slight salary is given with commissions in addition to the salary. In any case the firm pays the salesman a fixed percentage of its profits on the sales which he makes. If it pays salaries, the salesman must sell a certain quantity of goods in order to cover the salary. Concerns safeguard themselves by making the salary as low as possible until the salesman demonstrates his ability to sell; then the salary is readjusted, either annually or semi-annually, to make it correspond with the percentage of profit which the firm can afford to pay for selling. On the other hand, if the salesman works on a straight commission basis, the firm will pay the maximum commissions and it is up to the salesman to earn all he pleases. He knows exactly what his earnings are on every sale. When a salesman receives a straight salary, there is a temptation not to do his level best. When he receives straight commissions, the ambitious salesman is limited only by his ability to practice the art of salesmanship. Highest grade salesmen usually work only on commissions.

When you are having your interview with the prospective employer, if the house pays salaries he may ask you how much salary you want. It is good judgment at this point not to be greedy. If you have fixed, in your own mind, the salary which you are worth, because of your knowledge and experience, you should demand it, especially if you are quite sure that you can make good. If, however, your experience is not broad, modesty is the best policy. It will be better to start with a low salary and demonstrate your value to the

house. Indeed, modesty is a policy which you can well afford to follow throughout your interview. Above anything else do not exaggerate your qualifications, because, if you do not live up to the claims which you make for your goods—yourself—there will be great disappointment, and you will be the sufferer. And don't make the mistake of thinking that your *need* of a certain salary warrants the prospect in paying it. He pays what you are *worth* to him, not what you may need.

It will be well for you to find out what your prospect wants in the way of a man, then emphasize those points of your qualifications which fit into what he wants. This, you see, is but catering to his buying motive. Adopt the "you" attitude all through your selling-talk, so that you may fit your abilities into the services which the prospect wants. While it will be necessary for you to talk about yourself and to say "I" very frequently, it is much better to say "you" more frequently than you say "I."

After the Sale—What Then?

OF course, when you have sold your services you can do nothing less, in all honesty, than live up to your highest ability. You have sold the *best* that you possess in body, in intellect, and in emotions. Deliver the goods; don't keep back part of them. You sold good health; then keep in good health, so that you will be fit for the job every day. You sold intellectual ability—judgment, reason, imagination; deliver the goods. Think *about* your job. Put thought *into* your work. Give service. You sold your feelings,

your spiritual self; deliver the goods. Deliver positive powers. You know what they are. Nobody wants negative ones. You are to *join* yourself to the concern, become a *part* of it, a *member* of it. You are to cooperate in all of its efforts; you are to harmonize with your fellow-workers. The Man and the Job must *fit* each other. If you fit into your job, you can make a success of it, and can make money in it, and can get happiness out of it. The effort that you put into finding the right job and filling the job when you find it, will bring its inevitable reward. That is the law of life. It never fails.

Project No. Four

PROJECT 4

YOU ARE now familiar with the Science and Art of Salesmanship; but mere knowledge of the factors and elements which are fundamental in selling is not sufficient. You must use your knowledge until the art of selling, or persuasion, has become a *habit*—a part of your life, as natural as talking. Through habit, you acquire the real art—the ability to clothe the *art,* or skeleton, of salesmanship, so that the prospect will not see each step of the method by which he is being influenced. You will become an efficient salesman, using the art judiciously, only as you practice what you have been taught in this course.

To aid you in a test of what you ought to be able to do, your final project is the preparation of a complete selling-talk. In order that every student may stand on an equal footing, that which you are to sell is this Course in Salesmanship. You have studied it, therefore you *know* the goods. No student of the course has an advantage over you in that respect. Your selling-talk, then, is but a continuation of Project 3, for in it you worked out two points, namely: *attention* and primary *interest.*

The man you are to have in mind in writing the selling-talk is James F. Merchant. He is a composite of thousands of younger men, let us say,

who have sold goods to some extent. He is fairly ambitious to succeed, but must be made to see the importance of developing his own personal powers and of getting the accumulated knowledge of selling as brought out in the course. Your object is to give him complete information about the course—its plan, contents, and method of instruction in a class led by an instructor. You will have to convince him that the course is scientific, sound, and interesting. He must know what material he will receive and how, what he will have to do in order to get full values out of the course, and the cost. You will have to stir his full ambition and appeal to several buying motives. You should anticipate his main objections and answer them in the body of your talk. Those objections will probably be:

A. No time to study—too busy.

B. Have to get personal experiences, not taught in books.

C. Some of the best salesmen never took a course in selling.

When you have talked to him for about five minutes, he will interrupt and ask:

D. "What does it cost?"

When you have finished your presentation, he will offer three excuses, viz:

E. I guess I can get on without it.

F. I'll talk to some of the fellows who have had it and find out what they say about it. If they like it, I'll take it.

G. Let me think it over a while. Come in next week, and I'll let you know what I'll do about it.

What You Are to Do

1. Write an analysis of your selling-talk in chart form like one of those in Lesson 5, getting all the points you can from them. Make your chart full and complete.

2. Using this chart as a basis, write out a complete selling-talk calculated to hold attention, arouse interest, create conviction, induce desire, and secure favorable action. This selling-talk must be logical in arrangement, with the use of argument and suggestion at the proper places. The plan of delivering the material of the course and the price must be introduced at the right moment.

3. Somewhere in the selling-talk anticipate and answer objections, A, B, and C.

4. When you are about one-third through the selling-talk, inject question D and answer it or meet it, then go on with the talk.

5. At the close of your talk introduce the three excuses, E, F, G, and write your way of meeting them.

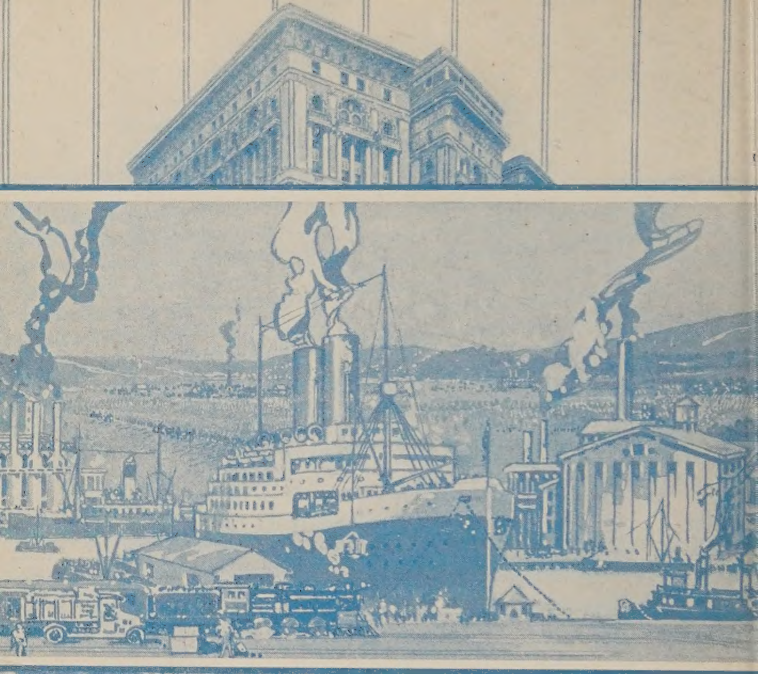
Instructions

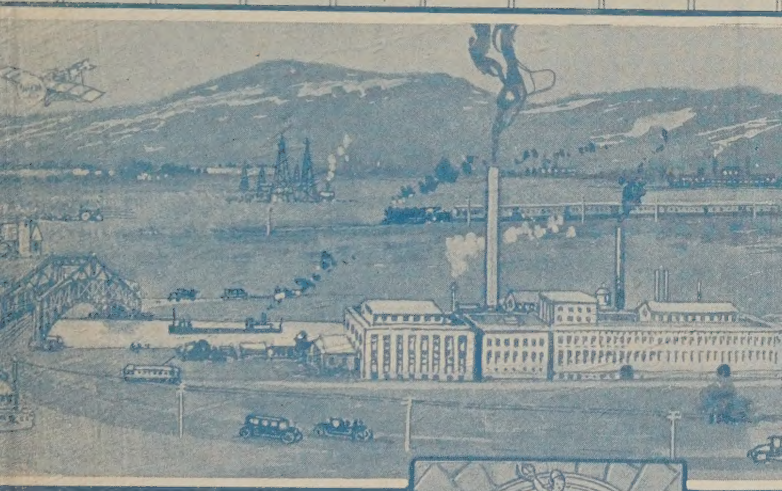
Review Lesson 5, carefully, and any other lessons necessary, especially 12, 13, and 14.

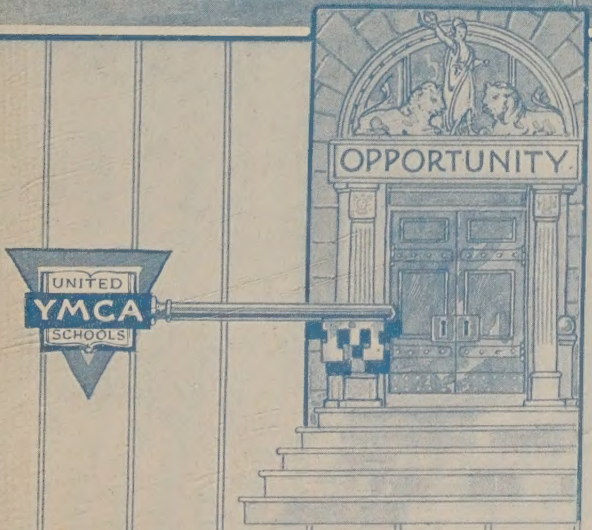
Read the Instructions on page 1 of Project 1, before you begin to write out your solution to this project, and follow them in all points necessary for this project solution.

In delivering your selling-talk, you are supposed to exhibit the following material of the course: Book I, Lecture 6, and Project 2. In closing you are supposed to use an enrolment blank.

If you do not hand your solution of this project to the instructor before the class completes the course, mail it to him as soon as possible—within two weeks at most. He will correct your paper and mail it to you.






OPPORTUNITY
UNITED
YMCA
SCHOOLS